

Candidate Brief

The Diocese of Southwark

Director of Church Land and Buildings



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Welcome from Ruth Martin, Diocesan Secretary



Dear Candidate,

I am delighted that you have expressed interest in applying for the post of Director of Church Land and Buildings. I hope you will find the information in the pack useful, also do look at our website and our most recent annual review. Our vision is founded on leading, enabling and serving the parishes and communities of the Diocese of Southwark as we journey together in the pilgrimage of faith, supporting, encouraging and resourcing each other in our common task. We have been undergoing considerable change in recent years as we prepare for growth. This new role will play a significant role in helping us to achieve this.

We have brought together all aspects of Diocesan work that relate to diocesan responsibilities for churches, church land and building, including housing for more than three hundred clergy and those training for licensed ministry. This role will support parish development, property services to the clergy and contribute to the growth agenda of the Diocese. You will work with a wide number of key stakeholders in the Diocese, including senior clergy and Clergy in parishes and you will be a key member of my Senior Management Team.

This role requires an energetic, highly experienced leader who is able to lead and develop a range of professional, administrative and technical staff and manage external advisers as well as contribute his or her own professional specialism. You will need to have had experience in managing and implementing capital and improvement projects and working collaboratively with multiple stakeholders. An understanding and appreciation of the legal context of property, planning and building regulations will be ideal

I do hope you will want to join our organisation. This is a real opportunity to make a difference and have impact on the work of the Diocese as you will be an integral part of the future. So please let us hear from you. Sarah Thewlis at Thewlis Graham Associates, our search and selection partners, will be happy to discuss the role with you and answer any questions you may have. Sarah can also arrange for you to talk with me informally if you wish.

Yours sincerely,

A handwritten signature in black ink that reads "Ruth Martin". The signature is written in a cursive, slightly informal style.

Ruth Martin
Diocesan Secretary

2. About The Diocese of Southwark

The Diocese of Southwark is a large and very diverse diocese. Church land and buildings, including the houses for our clergy, are a visible expression of the church to the community of South London and East Surrey and provide a vital role in mission and ministry, clergy well-being, income from rentals, and the growth agenda of the diocese. Inevitably this also challenges budgets and demands the very highest standards of compliance with best practice. Property plays a vital role in our life as a diocese and is rightly a very significant and integral part of all we do together for God's kingdom.

Southwark Diocese was formed in 1905 and it now covers 317 square miles and nearly three million people live within its borders. [Find out more about the Diocese.](#)



This is a new post that has come about following restructuring in the light of planned retirement. This new post brings together all aspects of diocesan work on church land and buildings, with accountability for the Property Services Department, the Parish Developments which the diocese oversees as part of its role as a Custodian Trustee and the Pastoral Department (DAC and Diocesan Mission and Pastoral Committee). This will therefore cover parish development, property services to clergy and contribute to the growth agenda of the diocese.

The diocese has 296 parishes and 190 listed churches. The Property Services Department has a substantial property portfolio of nearly 400 houses located mainly in South London. The properties are mainly dwellings occupied by clergy. The department has been undergoing significant change to align it closely with Southwark Vision and is led by the fairly new Diocesan Surveyor. Evolving change mindful of both mission and heritage within the ecclesiastical legal frameworks is an important part of the role. This includes the way in which parish boundaries are sometimes reorganised, (Diocesan Mission and Pastoral Committee, which comprises trustees of the diocese) and obtaining the best expert advice when parishes wish to make changes affecting the fabric and internal ordering of churches (the Diocesan Advisory Committee, DAC).

The post holder will be expected to provide leadership to a significant team of staff, under the guidance of the Diocesan Secretary and to manage and oversee the relevant relationships with some of the external advisers such as legal advisers ensuring full compliance with the Ecclesiastical measures. The post holder will be expected to meet the requirements of the job within the principles of the property services and property strategy, the diocesan staff values and ensuring the highest of professional standards are met. The post holder will also have an opportunity to contribute to the strategic development of the diocesan church land and buildings.

You can find out more about our vision, our review of 2018 and also our annual report by visiting this page here: <https://southwark.anglican.org/southwarkvision/>

3. Job Description and Person Specification

Summary and Purpose

The post reports to the Diocesan Secretary who is operationally the Chief Executive of the diocese. The Chief Executive of the diocese reports to the Bishop of Southwark and is accountable to the trustees of the Diocese for the management of all aspects of the administration of the diocese, including its property services and assets.

This post brings together for the first time the three key aspects of diocesan responsibilities for church land and buildings;

- Property Services Department - the effective management and maintenance of diocesan properties.
- Implementing Parish capital projects - where the diocese is custodian trustee.
- Pastoral Department - overseeing how the Church's unique legal frameworks are complied with and are used most effectively to enable churches and parishes to develop and evolve, mindful of concerns for both mission and heritage

The postholder will bring together these elements to develop a cohesive, holistic approach to the management of all church and land buildings whether directly diocesan owned, registered in the name of the where the Diocesan Board of Finance is custodian trustee, or in contributing to national and diocesan initiatives, so that offer a coherent, mission centred church land and property service. The postholder will also have an opportunity to contribute to the strategic development of the estate.

Responsibilities:

PROPERTY SERVICE DEPARTMENT

- To be accountable for the Diocesan Surveyor and consequently the effective management of the diocesan property services department, within budget and within the culture and values and formal staff aims of the diocese.
- Through the Diocesan Surveyor to ensure the delivery of a professional management, repair and maintenance service for all property either owned by the Diocesan Board of Finance, held in trust, or for which the Board is responsible under various Ecclesiastical Measures.
- To ensure, through the Diocesan Surveyor and other technical staff, the provision of a co-ordinated professional advice, encouragement, practical support and service to parishes in the current and future management, care and maintenance of parochial buildings, aware of the growth agenda of Southwark Vision and the opportunities the property and land portfolio can play both as investment and in ensuring high quality residential accommodation services.

- Develop and implement the Principles of the Property Strategy, and the approved Property Strategy relating to the diocesan property portfolio, particularly the culture of service to our parishes and those living in diocesan properties.
- Take responsibility for the premises work and property management of the Diocesan office and Area Offices (2) working with the Director of HR and other colleagues.
- To provide advice to the Diocesan Secretary on property related issues; the Diocesan Secretary plans to reduce the amount of time she spends on property related issues once the post holder is in place, but she has direct responsibility for capital strategy decisions and ensuring alignment with mission and ministry priorities.
- Play a key role in working collaboratively as a member of the senior management team, particularly in relation to the Director of Finance and Financial Assets.
- To work collaboratively with Archdeacons as principal clients of the property work of the diocese.
- Uphold the values of the Diocese; Collaborative Teamwork, Transparent Accountability and Effective Stewardship of resources, and Respect for All in contributing to the fulfilment of Southwark Vision.

PARISH CAPITAL PROJECTS and LANDLORD AND TENANT WORK

- To oversee advice and guidance to parishes seeking to develop their own property on parish land such as schemes for a new church hall.
- To ensure that the Diocese's obligations as custodian trustee are fulfilled, by developing appropriate policies and procedures as agreed with the Diocesan Secretary.
- To take a particular interest in the legal obligations and frameworks especially landlord and tenant work and to develop key relationships with the Diocesan Registrar and other legal advisers.
- To oversee the Landlord and Tenant work of the diocese, through the Estates Manager.

PASTORAL DEPARTMENT

Pastoral Reorganisation

- To develop and implement areas of policy, as agreed with the Diocesan Secretary, particularly in relation to pastoral reorganisation, redundant sites and churches, new churches and new ways of being 'Church'.
- As Secretary of the Mission and Pastoral Committee to work with the Archdeacons and others in ensuring that the Diocese is proactive in the area of pastoral reorganisation, including ecumenical considerations, in drawing up and progressing appropriate schemes under the Mission and Pastoral Measure 2011 and bringing into effect of such schemes within the desired timetable. This involves detailed and careful work and statutory consultation with individuals and interested parties.
- To act as Secretary to the Diocesan Board of Patronage.

- To contribute to the emerging models of ‘new’ Church in the Diocese including EcoChurch/EcoDiocese, BMOs and Fresh Expressions of Church.

Diocesan Advisory Committee (DAC)

- To increase awareness and understanding of how the care, development and use of church buildings in the Diocese contributes to the delivery of Southwark Vision.
- To be responsible for ensuring that the Diocese of Southwark discharges its responsibilities under the Faculty Jurisdiction Rules 2013 and the Care of Churches and Ecclesiastical Jurisdiction Measure 1991 and other related legislation.
- To line manage the Secretary to the DAC.
- To build, develop and maintain good relationships with the Church Buildings Council, Historic England, the national amenity societies, local planning authorities and other relevant partners, including professional advisers, in the shared task of caring for our churches and harnessing their potential for mission.

Governance structures and Synodical Advice

- To support the Synodical processes in the Diocese, in consultation with the Diocesan Secretary.
- To build good relationships with the Chancellor to the Diocese and the Diocesan Registrar.

MANAGEMENT RESPONSIBILITIES

- The postholder will play a full part as a member of the senior management team and in collaborative support to the Diocesan Secretary.
- To contribute to the strategic development of the administration of the diocese especially as a member of the Senior Management Team, including interdepartmental and other projects as required and enhancing the reputation of the diocese in its parishes for excellent service and astute management.
- To contribute directly to work that is part funded by the Church Commissioners through Strategic Development Funding in the Deptford deanery through to 2024.
- To lead, oversee and co-ordinate the delivery of the diocesan Property Strategy and the Board's property obligations as set out under various Ecclesiastical Measures and other legislation; to report regularly to the Diocesan Secretary and to the relevant committees and Boards, particularly the Diocesan Council of Trustees and the Policy and Finance Committee of the Diocesan Council of Trustees.
- To work closely with the Director of Finance and Diocesan Secretary in their responsibilities for the strategic development of diocesan property and land assets, for example in identifying the strategic surplus land that can contribute to Diocesan development and mission funds and to developing the capital plans for sale ensuring best value consistent with the diocesan charitable objectives.
- To produce, in conjunction with the Director of Finance, the Property Department's annual revenue budget, to contribute to the capital budget planning, and to be

responsible for setting systems for monitoring and reporting on expenditure in accordance with the Diocesan objectives.

- To contribute to the 5 year and longer-term financial planning of the diocese and to maximise revenue from tenancies and investment properties in line with diocesan priority for mission and ministry.

Person Specification

A. Essential

1. Substantial experience in leading a team of staff and external advisers within a mission driven organisation.
2. An understanding of and empathy with the pastoral needs of clergy and parishes, recognising the need to develop, nurture and maintain sound working relationships both within the Diocese (e.g. Archdeacons, Clergy and parishes) and externally.
3. Experience in managing and implementing capital projects and programmes of change with use of external advisers. This includes the identification and management of risk and management of external resources such as consultants and project managers.
4. Budget setting and control skills.
5. Be able to communicate both orally and in writing with clarity and accuracy and have a good working knowledge of IT including Microsoft Excel, Word and Outlook
6. Substantial experience of the development, management and analysis of data to aid management decision making and transparent accountability
7. Be in sympathy with the aims and objectives of the Church of England.
8. An effective team leader and member, committed to learning for self-development and for others, and to the effective performance of staff through performance management.
9. Graduate or post graduate level education

B. Highly Desirable

10. Knowledge of the structures of the Church of England.
11. Skilled in being a consultant and an adviser as well as a manager.
12. Relevant professional qualification ideally legally related

13. Be well versed in Law of Property, Planning Law, current Building Regulations and CDM Regulations
14. The ability to produce high quality analytical reports using external technical advice
15. A communicant member of the Anglican Church

4. Salary and Benefits

Salary - £65,000 - £67,000

26 days annual leave rising to 31 days after 2 years, plus 2 days leave designated by the diocese at Christmas and on Maunday Thursday

Non-contributory pension scheme of 15% of salary

Employee Assistance Programme



5. Timeline, Application Process and How to apply

Timeline

Dates	Activity
9 January 2020 5pm	Applications close
14, 15 and 16 January	Thewlis Graham consultant interviewing of interested candidates
30 January	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 Associates in their offices in Victoria.

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

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 **T1103**: -

1. A comprehensive CV
2. A covering letter containing:
 - a personal statement which fully addresses the criteria listed in the Role and Responsibilities section
 - your current remuneration details and notice period
 - 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 or if you wish to arrange a confidential conversation with Sarah Thewlis.



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. Structure Chart - Department of Church Land and Buildings

