

PRIVATE & CONFIDENTIAL

Candidate Brief

SOUTHWARK ◆ CATHEDRAL ◆

Southwark Cathedral
Head of Property and Estates
Y1001

October 2021

Managing Director
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Welcome from Justine Horseman Sewell – Chief Operating Officer

Dear Candidate,

I am delighted that you have expressed an interest in applying to be the Head of Property & Estates 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, The Globe and Borough Market, the offices of major companies as well as schools and diverse residential communities. Our commercial activities are vital to the running of the Cathedral and need to complement and be in sympathy with our core mission statement.

The Head of Property & Estates is a new key leadership role at Southwark Cathedral and will have overall responsibility for the fabric, maintenance and safety of the Cathedral and its site.

Key deliverables for this role are:

- In consultation with the Dean and the COO, develop an overall strategy for the Cathedral's Property and Estates;
- In consultation with the Cathedral Architect, Estates Committee and Facilities Manager to oversee the maintenance and repair works to the Cathedral church, Cathedral buildings and other Cathedral properties and to plan for the implementation of the Cathedral Architect's Quinquennial Inspection Report;
- Manage, control and supervise in consultation with the COO and Cathedral Architect the programme of works (major programmes of conservation and repair, routine maintenance schedules and ongoing properties refurbishment and upgrade). This includes detailed planning and programming of works with sustainability at the core of all we do; and
- Liaise with our tenants, neighbours and developers in the wider area on property and planning matters.

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

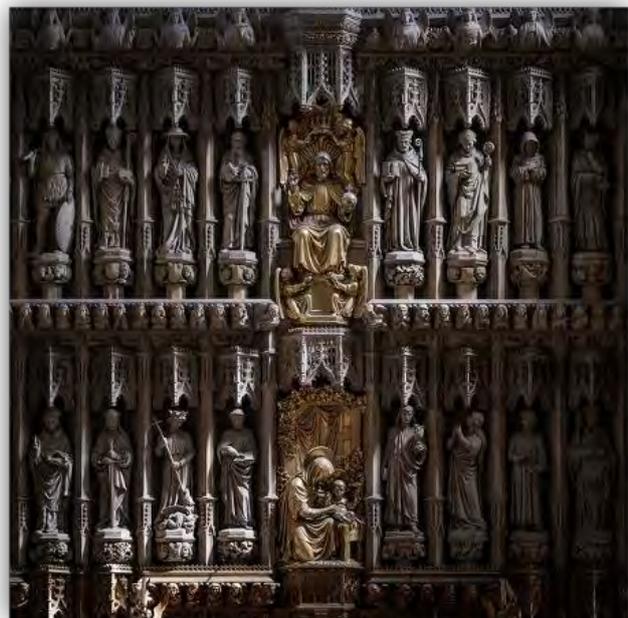
A church has stood on the site of Southwark Cathedral for over 1,000 years. Said to have been founded by St Swithun, it later became an Augustinian Priory under the Normans. It had the distinction of being the first 'gothic' church to be built in London and much of that early work can still be seen in 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. 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 centre on a commitment to:

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

And above all

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

Present Situation

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 an eclectic mix of local parishioners and visitors from all over the world. Sunday Evensong is Choral in the Anglican Tradition.

Musical Tradition

The Cathedral has a fine musical and liturgical tradition. The Director of Music and the assistant organist are responsible for the choir which comprises six professional lay clerks, boys and girls who are drawn from local day schools which sings on Sundays, Mondays Tuesdays, Thursdays and Fridays. Both the boys and girls have undertaken overseas tours. The Merbecke Choir which draws its membership from former choristers also sings regularly in the Cathedral.

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 (vacant at the moment). The Dean and the equivalent of two canons are full time at the Cathedral. Canons also have diocesan responsibilities. In addition to these staff members, a number of committees help with the running and governance of the Cathedral including the Fabric Advisory Committee, made up of building and heritage professionals with whom the Head of Property and Estates will work closely.

There is also a lay staff of 25 organised into Liturgy, Music, Property and Facilities Management, Administration, Finance, Fundraising, Visitor Experience and Heritage, and Education teams. There is also a team who work for the Cathedral's trading subsidiary company Southwark Cathedral Enterprises Limited and support catering, retail and the Cathedral's conference and events business.

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 consecrations, memorials, celebrations, school and college services, and presentation and degree

ceremonies. It regularly hosts conferences, seminars, and exhibitions. There are regular organ recitals and concerts. A chapel, set apart for prayer, is the focus of a special ministry to those who live or die under the shadow of AIDS and HIV.



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, and 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 be key to generating income to enable greater contribution from the property portfolio to support the Cathedral's mission

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 the point of contact with the developer and construction company on the planning and build phases of this project.

Cathedral Education Centre

A full programme of activities for school children is run from the Education Centre. These activities are designed to tie in with the National Curriculum and to enable the children to learn from experience. During the children's visits their time is split between the Cathedral and the Education Centre. Prior to the Covid pandemic, in excess of 8,000 children per year visited the Cathedral in this way and we are seeking to rebuild the centre and re-examine the way in which we can support our work with young people post-pandemic.

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 Facilities team

The Facilities team are responsible for the day-to-day maintenance of the Cathedral buildings and churchyard. The team at present comprises the Facilities Manager, a Maintenance Assistant, a Cleaner and a Concierge (whose role is to clean, set up seating and AV equipment, clear and generally keep in good order the Conference Centre rooms as well as welcoming and meeting the needs of conference clients where necessary). The team, other than the Facilities Manager are all part time.

The Vergers separately also undertake many cleaning and maintenance tasks on site but particularly in the Cathedral church, and the Bread Ahead staff clean the café.

3. The role and responsibilities of the Head of Property and Estates

Job Title: Head of Property & Estates

Reports to: COO

Responsible for: Facilities Manager

Key Relationships: All staff in the Property Department, Cathedral Architect, Cathedral Archaeologist, Cathedral Accountant, other Heads of Department

Start date: January 2022

Role Purpose

The Head of Property & Estates is a new role and will have overall responsibility for the fabric, maintenance and safety of Southwark Cathedral and its site and for the strategic management of and income from its wider Estate in the surrounding area. The Head of Property & Estates has a key leadership role in the overall management of Southwark Cathedral's site and estates. There are six core aspects to this: -

- Leadership in structuring, resourcing and leading the Property Department to ensure that regular maintenance and specific projects and programmes of work are properly resourced;
- Managing the maintenance and conservation of the Cathedral and its wider site (Cathedral church, site buildings and Churchyard) including in relation to the fabric, building services, engineering systems, utilities, security and grounds and the supervision of the planned maintenance of the Cathedral Fabric to deliver the recommendations of the Quinquennial Inspection Report;
- Overseeing the management of the Cathedral's existing property investment and development portfolio;
- Managing, monitoring and reporting as requested on the departmental budget and programme delivery;
- Effecting and managing a robust and proactive culture to meet statutory obligations in relation to Health & Safety, Government's PROTECT initiative etc.;
- Embedding and driving sustainability - particularly to meet our goal of being carbon neutral by 2030 - as of core importance to all of the above.

Main Duties and Responsibilities

Property

- In consultation with the Cathedral Architect, Estates Committee and Facilities Manager oversee the maintenance and repair works to the Cathedral church, Cathedral buildings and other Cathedral properties and to plan for the implementation of the Cathedral Architect's Quinquennial Inspection Report;

- Ensure compliance with appropriate consents for work on Cathedral properties, whether under the Care of Cathedrals Measure 2011 or other relevant legislation;
- Ensure that the Conservation Management Plan is developed and implemented;
- Develop in consultation with the COO and Cathedral Architect and implement a strategic maintenance programme for the property portfolio;
- Liaise with the Facilities Manager with regard to the day-to-day maintenance of the Cathedral estate;
- Ensure that all relevant legislation, including Health and Safety legislation, is complied with and that appropriate policies and procedures are devised and implemented;
- Take a lead role in developing and maintaining emergency resilience plans and to maintain the Emergency Procedures Manual.
- Lead and deliver with the COO an appropriate property management strategy to maximise income and ensure an appropriate return on investment to Southwark Cathedral Enterprises Limited;
- Ensure that the Cathedral has adequate and cost-effective insurance and to assist the COO in handling any claims;
- Ensure that the Cathedral Inventory is maintained;
- Liaise with the Cathedral's solicitors on property and other legal matters;

Management

- Developing and implementing a robust Energy Management Policy incorporating a carbon management plan and waste strategy, to achieve the Cathedral's target of being carbon neutral by 2030.
- Managing the Property Department staff, delegating roles and responsibilities as appropriate, agreeing personal objectives, measuring performance and thereby ensuring that objectives are met. Carrying out performance appraisals and planning personal development of staff in accordance with the Cathedral's employment policies;
- Managing, controlling and supervising in consultation with the Cathedral Architect the programme of works (major programmes of conservation and repair, routine maintenance schedules and ongoing properties refurbishment and upgrade). This includes detailed planning and programming of works;
- With the Cathedral Architect, preparing detailed forward planning of conservation and maintenance work;

Stakeholder Engagement, Meetings and Committees

- Represent the Property Department at internal meetings including Fabric Advisory Committee and Estates Committee;
- Represent the Cathedral at such functions and on such local bodies as appropriate;
- Develop contacts with other cathedrals;

Financial Management

- Produce and manage a realistic and achievable budget for the Property Department which responds, in particular, to the priorities in the Quinquennial Inspection Report and ensure that the department operates within that budget, forecasting performance against budget regularly in conjunction with the Cathedral Accountant;

- Develop and manage a procurement policy with major supplier contracts and service agreements that reflect the values of Southwark Cathedral and ensure value for money and appropriate high-quality work.

Contractors, Professional Advisors and External Liaison

- Oversee the management of external contractors who are operating on site including all contracts, communications, supervision of workmanship and quality and record keeping. Day to day operational management is delegated to the Facilities Manager;
- Working with the Cathedral Architect, Quantity Surveyor, Archaeologist, Structural Engineer and other professional advisors, providing and exchanging necessary information on plans, costs and quality schedules;
- Have oversight of the contractual relationship and performance monitoring of any consultants or agents employed to manage the Cathedral's property investment portfolio and provide with the information necessary to advise the Chapter.

Additional responsibilities

- Any other responsibilities as may reasonably be required;
- Ensure that the highest standards of professional performance are maintained;
- Promote equal opportunities in the work of the department;
- Ensure compliance with relevant legislation and statutory codes of practice, as advised, e.g., legionella, asbestos, fixed wire and other electrical testing, gas safety, etc.
- Participate in the arrangements for performance review and appraisal;
- Ensure that professional skills are regularly updated through participation in training and development activities.

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"> • Degree in a relevant subject or discipline and/or Chartered Membership of an established professional association, e.g., RICS, CIOB
<p>Skills/Aptitudes</p> <ul style="list-style-type: none"> • Effective operational leader of a site-based maintenance team; • Ability to work in a complex organisation with multiple stakeholders; • Budget preparation and monitoring skills; • Able to demonstrate strategic vision for the Cathedral’s Estate and rental properties; • Knowledge and experience of improving sustainability whilst retaining traditional construction value
<p>Knowledge/Experience</p> <ul style="list-style-type: none"> • Significant post-qualification experience in building and construction; • Experience of heritage sites and conservation with the ability to lead the delivery of work by specialist heritage craftsmen; • Knowledge and experience of maintenance programmes, major heritage and archaeological works programmes and refurbishment projects; • Experience in organising and planning construction projects from beginning to end, including resourcing and management of contractors; • Knowledge and experience of legislation and guidance relating to the built environment and in particular to operational heritage assets; • Proven track record of budgeting, cost analysis and financial management of construction works and/or projects; • Significant effective experience of managing people; • Knowledge and experience of legislation and best practice relating to Health and Safety, security etc.
<p>Personal Attributes</p> <ul style="list-style-type: none"> • Demonstrates creative thinking and initiative; • Proactive problem solver; • Excellent interpersonal skills; • Excellent written and spoken communication skills; • Excellent IT skills • Team player; • Self-motivated; • Able to work at height; • Demonstrates empathy for 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: £55,000 per annum

Leave: 25 days annual leave plus statutory bank holidays, plus extra day at Christmas and extra day for the annual staff outing in the summer. Annual leave increases to 30 days per year after 10 years' service.

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

Probationary period: The successful candidate will be required to work a 6 month probationary period.

Notice period: During the probationary period, the notice period is one week on either side. After that the notice period will be three months on either side.

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
11 November 5pm	Applications close
w/c 15 November	Thewlis Graham consultant interviewing of interested candidates
w/c 6 December	Client Interviews

Application Process

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

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

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. This could be either face to face or online depending on the COVID situation at the time.

How to Apply

To apply for this role, please email in word format to applications@thewlisgraham.com the following documents quoting reference **Y1001**: -

1. A comprehensive CV.
2. A covering letter which fully addresses your suitability for the role and your motivation for applying.
3. A document with your current remuneration 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.)
4. We also ask that you complete a diversity and inclusion monitoring form, the link for which is in the next section.

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. Additionally, 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 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



7. Advert

Southwark Cathedral Head of Property and Estates

£55K per annum plus contributory pension
London

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, The Globe and Borough Market, the offices of major companies as well as schools and diverse residential communities. Our commercial activities are vital to the running of the Cathedral and need to complement and be in sympathy with our core mission statement. The Chapter is committed to our vision statement:

Southwark Cathedral - an inclusive Christian community growing in orthodox faith and radical love.

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- Overseeing the management of the Cathedral's existing property investment and development portfolio.
- Managing, monitoring, and reporting as requested on the departmental budget and programme delivery within it.
- Effecting and managing a robust and proactive culture to meet statutory obligations in relation to Health & Safety, Government's PROTECT initiative etc.
- Embedding and driving sustainability as of core importance to all the above, with particular emphasis on the Cathedral's work towards meeting the Church of England's carbon neutral goals.

Some of the Person Specifications required for this role:

- Degree in a relevant subject or discipline and/or Chartered Membership of an established professional association, eg: RICS, CIOB
- Effective operational leader of the site-based maintenance team
- Ability to work in a complex organisation with multiple stakeholders
- Significant post-qualification experience in building and construction
- Able to demonstrate strategic vision for the Cathedral's Estate and rental properties.

Please apply by visiting www.thewlisgraham.com/assignment-briefings and following the instructions in the candidate brief quoting reference Y1001. The closing date is 5pm on 11 November 2021.

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

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