



# CHICHESTER CATHEDRAL

Information for Prospective Candidates  
Communar (Chief Operating Officer)



# A Message

from the Right Reverend Graeme Knowles, Acting Dean of Chichester

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Thank you for your interest in this vital post of Communar of Chichester Cathedral. The Cathedral is at an exciting moment in its journey. Having weathered the storms of Covid19 and the requisite changes in the Cathedral's life, we are in the process of rebuilding and envisioning. As our 950th anniversary approaches, we are seeking to consolidate our identity in this historic and beautiful city as one of spiritual leadership, love and service, where all are invited to come and discover the truth about themselves, and about God.

For the right candidate, this role will represent the next stage in your life. It is a chance to grow personally, spiritually and to serve the city of Chichester and the Diocese with the gifts that you have. The job is challenging and broad, but it is this variety and complexity which themselves are compelling and stimulating. A cathedral is never still, but a beating heart of worship, mission and evangelism. For a pastorally-gifted, humble, wise and operational leader who is attracted to the community here, this role is a wonderful opportunity. We pray that as you read this pack, you might discern whether this appointment may be something of a vocational calling in your own journey.

The Communar sits alongside the Bursar (CFO) as one of two senior lay appointments reporting to the Dean. Together they form the bridge between the lay and clerical staff, and as such they are essential to a smooth operation. The Communar, in particular, holds responsibility for supporting and enabling the Chapter's vision through their leadership of the lay staff. But this person must not simply be a member of the staff team, but a part of the Cathedral's wider worshipping and missional life, present in the congregation as well as in the offices. The role is one which requires a great deal of emotional intelligence and integrity, someone who prizes wisdom and integrity in all that they are and in all they do.

Thank you for reading this pack. We look forward to welcoming you to Chichester Cathedral and we will be keeping you in our prayers.





# Chichester Cathedral

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## History and Culture

Chichester Cathedral is a living place of worship that has been at the centre of life in Chichester for over nine centuries, since its foundation in 1108. Built to and for the glory of God, the Cathedral is the seat of the Bishop of Chichester and the Mother Church of the Diocese of Chichester, which covers both counties of East and West Sussex. The church, which remains open to all without charge, is a centre for the religious, missional, evangelistic, artistic and cultural life of the community, not only in Chichester but throughout Sussex and beyond.

## Spiritual Life

The life of the Cathedral is rooted in the worship of the living God who has revealed himself to us in Jesus Christ, and who is transforming us into his likeness, day by day, by the Holy Spirit. Taking its lead from the spirituality of St Richard (who was himself formed by the life and works of St Dominic) and whose shrine is at the Cathedral, the Dean and Chapter have sought to shape the Cathedral's life around the four pillars of Dominican life: prayer, study, community and mission. The Cathedral's vision document, found on the Cathedral website, sets out in detail how these four pillars are shaping all we are and seek to be and do in the 2020s. A minimum of three services take place daily, including Evensong on most days, which draws on the very best of the choral tradition to glorify Almighty God.

## People

The Cathedral is currently led by Acting Dean Bishop Graeme Knowles, but will be led by Reverend Canon Simon Holland from May 2023, until a Dean is appointed.

The Communar will be responsible for managing the following departments: Safeguarding, Education & Learning, CRM Database, Volunteering, Visitor Experience and Donations, HR/People, and Marketing & Communications.

## Fabric and Funding

As a Grade I listed building, Chichester Cathedral remains a vital piece of the nation's heritage. January 2018 saw the start of what is thought to be Chichester Cathedral's largest restoration project in its 900-year history - the urgent repair, restoration and recovery of the Cathedral's Roof. The project is estimated to cost £5.8 million and the funding to complete this project is in place.

The Cathedral receives no statutory funding or funding from the Church of England, but is entirely self-supporting, relying on donations and fundraising activities for all its restoration projects. The Cathedral holds a wide commercial and residential portfolio, and a new café is due to open in March 2023. As with all cathedrals ensuring financial sustainability is a key part of the Cathedral's effective governance.

## Some Upcoming Opportunities

The success of *The Art of Worship*, the Cathedral's recent highly innovative liturgical artist in residence scheme, has led to ongoing investment in the arts by the Chapter. The Cathedral has secured a temporary property to provide studio space for the artists which is attracting wider interest from arts colleges, and foundations interested in the preservation and wider dissemination of traditional skills. These developments mark a significant opportunity to shape the national, and perhaps international, presence of the cathedral.

Another major upcoming project is the raising of a foundation for music. The Cathedral's choir has a strong reputation, and has admitted female choristers in the last year. In order to maintain this tradition of excellence, the cathedral is seeking to raise an endowment fund for the provision of the choristers to help to secure the much loved Choral tradition at the Cathedral for generations to come.



# Role of the Communar (COO)

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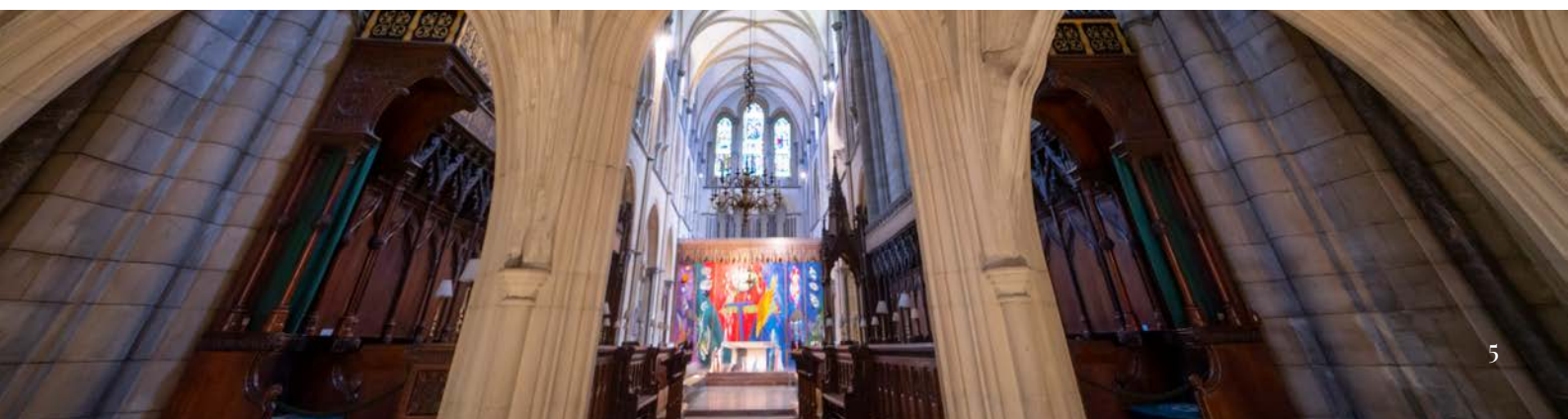
As the Communar, you will need to be an experienced, diplomatic and highly collaborative leader who can inspire others, with the drive and skills to grow and develop a strong team to help deliver the Cathedral's Vision and strategy.

As one of two senior lay chief officers, you will be responsible to the Dean and Chapter and will be line managed by the Dean. Together with the Bursar (CFO), you will play a unique part in shaping the future life of Chichester Cathedral, its growth and sustainability at a critical time in its history. You will work in partnership together with the Dean and Chapter to seize new opportunities for growth whilst sustaining the worshipping life, heritage and daily routines that enable the operations of the Cathedral to run smoothly. You will need to have great people management skills to help lead a complex organisation and successfully bring together many different constituents. The role will have a particular responsibility for oversight and management of governance, the management of estate, safeguarding, people welfare and both internal and external communications. You will be someone who can make clear decisions and be able to prioritise and be comfortable encouraging and managing positive disagreement to achieve healthy outcomes. This is a significant role which spans multiple facets of the Cathedral. The post is challenging but enjoyable and highly rewarding.

You will be joining the Cathedral team in a key period of change and renewal post Covid. An exciting new Vision has been launched which lays out the areas of focus for the 2020s and includes the 950th anniversary in 2025 of the relocation of the Cathedral from Selsey to Chichester. It is an anniversary that is significant not only for the Cathedral, but for the life of the whole Diocese and for the Christian faith in Sussex. You will play a significant part in building up the Cathedral and its role in the community and across the wider Diocese, working together with staff, volunteers, city and diocesan stakeholders and members of the congregations to achieve shared goals.

It is also a time of significant development within the Cathedral's team. With relatively new Residentiary Canons in post, new non-executive Chapter members and a new staffing and governance structure which has been set up to ensure best practice in line with the 2021 Cathedrals Measure, you will be instrumental in setting a tone of collaborative and collegiate working and be able to support the new team going forward in its executive and operational roles. You will have a strong sense of governance ensuring compliance with regulations and a good eye for detail with a high level of personal integrity and understanding of your own accountability as you seek to serve Chapter. You will demonstrate a keen commitment to safeguarding the staff, volunteers, congregations and visitors. You will lead the staff in their effective delivery of the strategy nurturing their skills and talents, leading and developing a positive and healthy culture and drawing all parts of the Cathedral community into a common cause. You will be able to deliver operational excellence, with a good business head to help ensure financial stability and the effective use and allocation of resources and assets to develop the Cathedral's long-term sustainability.

Your qualities will include wisdom, humility, resilience, diplomacy, a good sense of humour and calmness under pressure and excellent people skills. You will be someone who values and encourages people, celebrating their contributions, willing to listen and eager to engage at all levels and build a shared outlook. You will be committed to the whole of the Cathedral, playing a part in its wider life and understanding the links between worship, heritage and mission. You will enjoy being a 'bridge between the sacred and the secular' and will need to demonstrate a strong empathy and passion for the core Christian purpose and mission of the Cathedral, respecting its long history and heritage and ensuring continuity, whilst leading its operations as a Cathedral in the 21st century.





## Job Particulars

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**Job title:** Communar (COO)

**Reports to:** The Dean of Chichester

### Job purpose

The Communar is responsible for leading the delivery of the strategic ambitions, as defined by Chapter. As one of two chief lay officers, the Communar has a pivotal role to play in helping to develop and support the culture of the organisation with shared responsibility for the lay staff and the development of a positive ethos among all of the Cathedral's constituent parts to achieve a shared Vision.

### Duties and responsibilities

#### Strategic and operational leadership

- Together with the Dean, Bursar and Residentiary Canons, lead the Cathedral in a time of strategic change as it seeks to meet its Vision, developing new and sustainable ways of working and responding to the wider Church and Diocese's call for creative mission, evangelism and engagement
- Contribute to and support Chapter's development of overall strategy and as a non-voting member, acting in an advisory capacity in relation to the operational leadership of the Cathedral
- Work closely with the Dean, Chapter, Residentiary Canons and the Bursar to develop and implement operational excellence across all aspects of the Cathedral's vision and strategy with effective monitoring of progress
- Have direct responsibility for the staffing structure, welfare and HR, property and estates, commercial activity, visitor, Education, marketing, internal and external communications (external communications is shared with the Dean) and volunteer engagement and shared responsibility for Safeguarding and some key external stakeholder engagement, all in line with agreed Chapter strategy and policy
- Help to maintain and develop financial sustainability, achieve growth and optimise the efficient use of resources, working closely with the Bursar
- Ensure the long-term conservation and safeguarding of the cathedral fabric and environs, working closely with the Clerk of Works, Surveyor of the Fabric, Consultant Archaeologist, and Canon Treasurer



- Chair of the Cathedral Data group, working to ensure best practice administration, compliance and use of data across the Cathedral's operations
- Working to support the Dean and Chapter to advance and support the important work of the Cathedral Friends
- Work with Chapter and the Bursar to deliver an environmental and sustainability strategy in regard of the Church of England policy of net zero carbon emissions by 2030
- Project manage a wide range of projects in line with the strategic delivery of the Vision, ensuring joined up thinking and decision making between key stakeholders, staff, volunteers, members of congregations and Chapter

### **Culture and people**

- Build and promote a collaborative and positive collegiate culture in support of the Cathedral's mission and core purpose to help to ensure that a healthy culture is at the heart of everything the Cathedral does
- Provide inspiring, wise, humble and servant hearted leadership ensuring staff and volunteers are empowered and able to thrive and securing arrangements for their effective management, motivation and development
- Act as a communications bridge between Chapter, SMG, the wider staff team, volunteers, members of the congregations and stakeholders ensuring excellent communications are maintained and connections are made
- Develop open and transparent ways of working throughout the administration, with good communication and engagement at all levels which leads to innovation and excellence in working practices
- Develop and embed with all colleagues, a culture which champions diversity, equality and inclusion
- Member of the Senior Management Group (SMG), and, in consultation with the Dean, a rotating chair of the SMG, to ensure day-to-day operational activities across the organisation are managed appropriately in line with Cathedral Regulations and other legal and statutory requirements
- Liaise with and attend as a member or an adviser, committees related to the constituent groups of the Cathedral's life to encourage and develop a common core purpose and help deliver the Vision and strategy

## Governance, risk and safeguarding

- Ensure the successful implementation of the Care of Cathedrals Measure 2011, the Cathedrals Measure 2021 and overseeing full compliance with the relevant Charities Commission legislation and all other applicable regulations, noting that in 2023 the Cathedral will become a registered charity
- Support Chapter in ensuring arrangements for effective governance of the organisation are established and kept under ongoing review including through the provision of a rolling programme of policy development and renewal
- Ensure robust statutory and mandatory compliance and promote attainment of best practice across the work of all departments including specifically, a constant focus on safeguarding acting as the Safeguarding lead for staff
- Member of Safeguarding Management Committee
- Member of Fabric Advisory Committee (FAC)

## Income generation and fundraising

- Ensure efficient processes are in place for delivering value for money and effective financial stewardship working closely with the Bursar
- Managing Director of Chichester Cathedral Enterprises Ltd, accountable to the Board of Directors for the company's performance
- Work closely with the Chichester Cathedral Restoration and Development Trust and other Cathedral trusts, endowment funds and foundations and with the Dean, Bursar and Chapter, to give strategic and operational support to the fundraising activity within the life of the Cathedral

## External Relations

- Act as a role model and ambassador for the Cathedral, undertaking external-facing activities, including press/PR and representing the Cathedral on external bodies, as required
- Maintain good relations with the Trustees of St Mary's Hospital, with which the Cathedral shares a historic relationship
- Assist in developing closer working relationships with the Bishop of Chichester's Office, senior staff of the Diocese and to be conversant with the life and strategic objectives of the Diocese and the Church of England
- Develop effective and supportive relationships with churches, other Cathedrals and relevant national church bodies establishing a network of external contacts to share best practice and promote skills advancement within the sector without compromising the necessary attention the Communal role at Chichester Cathedral daily requires
- Identify and build effective working relationships with key stakeholders and networks, including civic and third sector partners, in Chichester and beyond and represent the Cathedral on external bodies as required







# Person specification

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The Communar will bring a proven and successful track record of experience in the following areas:

## Experience

### Essential

- Proven track record of leading operational excellence in a similarly complex organisation
- Proven experience of leading, motivating and developing teams collaboratively, with an ability to inspire both staff and volunteers
- Evidence of successfully leading organisational change
- A co-operative, collaborative and empowering management style that fosters teamwork, trust, collaboration, integrity and cohesion at all levels
- Demonstrable experience of developing and delivering focussed strategy within a values-led organisation
- Significant experience of tight and effective financial management at a strategic level in support of a core vision

### Desirable

- Previous COO or similar level experience
- Development and delivery of fundraising strategies to help to deliver successful funding for strategic initiatives and projects
- A good track record in fundraising capital sums
- An understanding of the complexities in managing wide-ranging church-based operations
- Experience of managing a heritage site
- A good understanding of the Charity sector including the development and management of volunteers

## Knowledge, Skills & Abilities

### Essential

- Ability to engage and build positive relationships with a diverse range of stakeholders
- Clear decision-making with an ability to prioritise and drive key strategic initiatives diplomatically
- Financially and commercially astute, able to identify opportunities for income generation
- Ability to balance strategic thinking whilst appropriately commanding the detail and not neglecting the human dimension
- Able to apply critical thinking and find creative and innovative solutions
- A clear understanding and commitment to best practice in safeguarding
- Communicates information effectively and confidently at all levels
- Active commitment to promoting equality, diversity and inclusion
- Advanced IT skills; highly proficient in all Office packages, finance and management software

### Desirable

- Awareness of fundamental principles of HR practice/UK legislation
- Charity commission registration and compliance

## Qualifications

### Essential

- Educated to degree level or able to demonstrate equivalent experience

### Desirable

- Postgraduate level management qualification (MBA)





## Competencies

- Emotionally intelligent, approachable and able to command the respect and confidence of the Chapter, staff, congregation, volunteers and stakeholders
- High levels of personal integrity
- Able to engage, motivate and unite others, leading by example with energy, enthusiasm, humility, compassion and warmth
- Be a team player alongside both clergy and lay managers with a willingness to be hands-on when required
- A completer-finisher, who enjoys and is able to manage multiple priorities effectively
- Persuasive written and spoken communications skills
- Commitment to continuing professional and personal development
- Steadiness, calm and resilience to implement and see through robust policies and procedures to achieve best practice.

## Special Features

- A very high degree of empathy for the beliefs of the Christian faith, or a committed communicant member of a Christian denomination which is in sympathy with the Church of England's life and mission
- Flexibility to ensure appropriate visibility across the seven-day operation in order to build relationships and better understand the core purpose of worship and the links with the visitor experience, enterprises etc
- A strong commitment to the Cathedral's sense of purpose and to taking as full a part as possible in the Cathedral's community, mission and outreach
- Appropriate DBS clearance and full commitment to safeguarding

# Recruitment Process

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Carnelian Search have been appointed to lead the search for the new Communar and will conduct discussions with prospective candidates. Please contact [chichestercathedral@carneliansearch.com](mailto:chichestercathedral@carneliansearch.com) if you would like an exploratory discussion.

Interviews with Chichester Cathedral will be held on 17th and 20th April 2023.