Appointments of COO & CFO

Candidate information

July 2020
Welcome from the Dean

Thank you very much for your interest in the roles of Chief Operating Officer and Chief Financial Officer at Winchester Cathedral. As we embark on this next phase of the life and development of the Cathedral we are looking for an influential and experienced COO and CFO who can inspire others and have the drive and skills to work together to deliver our strategic objectives as stated in our ‘Vision and Calling’ document while living and demonstrating our values.

The successful candidates to the new COO and CFO role will work with a well-functioning Chapter, and a wider cathedral team of about 900 people, comprising clergy, staff and volunteers.

These are key roles of influence in the on-going life of the cathedral and a special opportunity to be part of the Cathedral community. A church first stood on this site in 645. Since then, continual evolution through building and rebuilding, destruction and renewal, the cathedral has been bound up with our national life. The new COO and CFO will play their unique parts in shaping its future life, growth and sustainability. They will work in partnership together and with the Dean to seize new opportunities for growth while being scrupulous about sustaining the heritage and routines that enable complex cathedral life to run smoothly. You will join a team who enjoy working together and are excited by the challenges of stewardship of one of the truly great cathedrals of Europe for the needs of the 21st century.

We invite you to explore the cathedral and hope that, like generations of visitors and pilgrims, you find it a place of beauty, inspiration and wonder. Please take a look at our website www.winchester-cathedral.co.uk to gain a flavour of all that is happening here. Thank you for your interest, I look forward to hearing from you.

The Very Revd Catherine Ogle
Dean of Winchester
Our Cathedral

Winchester Cathedral has stood for nearly 1000 years as an icon of the Christian faith and our nation’s living history. Its breathtaking architecture and beauty is a source of inspiration for all who visit. Worship takes place every day of the year, with choral music of a world-class standard. The Cathedral is greatly loved and inspires deep local loyalty, as evidenced by its 800 volunteers. We welcome about 300,000 visitors and pilgrims from around the world each year. The recently opened ‘Kings and Scribes’ exhibition has set a new standard of excellence.

Winchester Cathedral is the seat of the Bishop of Winchester and a centre of worship and mission of the Diocese. The cathedral is rooted in the monastic tradition of St Benedict and the holy and humane way of life that this continues to inspire. We are actively seeking ways that enable an ancient religious foundation to function effectively, sustainably and creatively in the 21st century.

The Vision and Calling of the cathedral have been freshly articulated for this phase of its life and these, along with the cathedral values, have proved themselves during the recent CV pandemic. Along with most businesses, institutions and charities, the cathedral faces a period of financial challenge. While not underestimating the challenge, we are confident that we are well placed for recovery.

Chapter have set out our five-year priorities in our Calling and Vision document and articulated this under three clear aims for the way ahead.

**Renew**

Welcoming and working with more children, families and young people. Building a sustainable future.

**Inspire**

Deepening worship and refreshing learning. Exceeding expectations.

**Unite**

Becoming more diverse through wider social engagement. Serving the common good.

Consequently, work is beginning on updating our internal strategic plan on how this will be delivered.
The appointments of COO and CFO

The Chief Finance Officer (CFO) and the Chief Operating Officer (COO) work in partnership as the “chief officers” with responsibility for the effective and professional administration of the Cathedral in compliance with all relevant statutory legislation.

Below are organisation diagrams to outline the reporting lines of the COO and CFO, and the leaders - ‘the Chapter’ - who report to the Dean.

**COO & CFO**

**The Dean & Chapter**
The role of COO

Job title: Chief Operating Officer (COO)
Tenure: Full time 37.5 hours a week
Reports to: The Dean of Winchester
Location: 9 The Close, Winchester, SO23 9LS

A pivotal role in the Cathedral, the COO is responsible for overseeing the care and conservation of the fabric of the cathedral church and its estate, leading the generation of incremental revenues through innovative commercial events and activities, as well as having overall supervisory responsibility for all operations in the organisation. This person will contribute to the development and most importantly, the implementation of strategy through participation at Chapter and as part of the Senior Management Group.

Duties and responsibilities include, but are not limited to:

**Strategic and operational leadership**
- Work in partnership with the CFO and Chapter to formulate the future strategic direction and supporting tactical initiatives
- Work closely with the Dean, Chapter and the CFO to develop and implement operational excellence through the Cathedral’s Calling and Vision strategy
- Work with Chapter and CFO to create an overall environment and sustainability strategy that delivers on the Cathedral’s Call and Vision strategy
- Develop and implement a strategy to build a sustainable future by managing the fabric of the Cathedral and its estate, ensuring heritage buildings are sensitively maintained
- Direct diverse projects across the Cathedral estate to ensure completion within scope and budget
- Build effective working relationships with the Diocese, other Cathedrals, external partners and stakeholders

**Income generation**
- Managing Director of Winchester Cathedral Enterprises Ltd
- Lead all commercial income-generating operations
- Member of the Finance and Investment Advisory Committee

**Team leadership**
- Responsible for directing, developing and motivating Operations, Estates, Human Resources, Marketing, Communications, Visitor Services, Retail and Events Management teams
- Develop, embed and champion the Cathedral values of openness, excellence and kindness
- Act in a professional manner at all times, as a role model and ambassador for the cathedral
- Ensure ongoing robust safeguarding compliance and statutory duties

**Governance, risk and safeguarding**
- Ensure good governance in accordance with requirements of the Cathedrals Measure (due to become law in the next year and currently in draft form), the relevant Charities Commission legislation and all other applicable regulations
- Chair various sub-committees connected with the Cathedral
- Lead, develop and utilise best practice policies, processes and tools to ensure the cathedral is well controlled, yet flexible
- Actively support and comply with all Health and Safety policies, procedures and recommendations at all times
COO - Person specification

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

Essential
- Significant management and leadership capability with an ability to lead a diverse team
- Evidence of successfully leading significant organisational change
- Proven experience and ability in managing operational performance with tight financial constraints in a complex multi-faceted environment
- Effective budget management
- Experience of leading and inspiring management teams

Desirable
- Previous COO or similar level experience
- An understanding of the complexities in managing wide-ranging cathedral operations or previous experience within a Church of England setting
- Experience of managing a heritage site
- Previous experience working with volunteers
- An understanding of and experience in safeguarding best practice

Knowledge, Skills & Abilities

Essential
- Advanced IT skills; highly proficient in all Office packages, finance and management software
- Ability to understand complex operational issues and find creative and innovative solutions

Desirable
- Effective decision making with an ability to prioritise complex tasks and drive key strategic initiatives
- Ability to communicate information effectively and confidently with all levels across the Cathedral as required

Qualifications

Essential
- Educated to degree level or able to demonstrate equivalent experience
- Evidence of continuing professional and personal development

Desirable
- Postgraduate level management qualification (MBA)

Personal Qualities
- Adaptable and flexible
- Able to lead, motivate and inspire others
- Practical and focused
- Committed to continuous improvement
- Influential
- Resilient
- Steadfast resolve and personal integrity
- Able to live our values of kindness, excellence and openness in all that you do

Other relevant criteria
- Empathy for the beliefs and ethos of the Christian faith
- Enhanced DBS clearance and committed to safeguarding
The role of CFO

Job title: Chief Finance Officer
Tenure: Part-time 22.5 hours a week; flexible
Reports to: The Dean of Winchester
Location: 9 The Close, Winchester, SO23 9LS

A key role in the Cathedral, the CFO contributes to the development and implementation of strategy through participation at Chapter and the Senior Management Group. As the chief officer responsible for managing the financial and risk management functions of the cathedral, the CFO has oversight of financial strategy, metrics of that strategy, ongoing development and monitoring of control systems designed to preserve assets and report accurate financial results.

Duties and Responsibilities:

Strategic and operational leadership

- Work in partnership with the COO to formulate the future strategic direction and supporting tactical initiatives
- Work closely with the Dean, Chapter and the COO to develop and implement the Cathedral’s Calling and Vision strategy
- Develop and implement an innovative financial strategy to underpin those aspirations
- Work with Chapter and COO to create an overall environment and sustainability strategy that delivers on the Cathedral’s policy of net zero carbon emissions by 2030

People leadership

- Live the Cathedral values of kindness, excellence and openness in all that you do
- Act in a professional manner at all times, as a role model and ambassador for the cathedral

Finance, IT and Fundraising Functions

- Lead the Finance, IT and Fundraising functions
- Work closely with the Head of Finance on the production of management accounts on a timely basis with commentary, statement of financial activities by fund, balance sheet, cash flow statement and rolling year-ahead cash flow forecast
- Responsible for the effective stewardship of all investments, insurances, cash, budgeting and reporting
- Research and generate creative revenue opportunities and analyse economic trends to build income streams
- Work closely with the COO on reviewing key financial data and reporting to ensure cash flow as appropriate for Cathedral operations
- Analyse internal operations to identify areas of cost-efficiency and process enhancement
- Control and evaluate the Cathedral’s fundraising plans and capital structure
- Manage an investment portfolio

Governance and risk

- Ensure the Cathedral complies with all financial, legal and regulatory obligations; manage and report on corporate risk
- Develop, implement and analyse metrics to measure and understand the Cathedral’s financial performance
- Member of the Finance and Investment Advisory Committee
- Demonstrate a commitment to robust safeguarding compliance and statutory duties
- Actively support and comply with all Health and Safety policies, procedures and recommendations at all times
CFO - Person specification

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

**Essential**
- Significant management and leadership capability with an ability to lead a diverse team
- An in-depth understanding of current financial challenges and opportunities
- Understanding of advanced accounting, current regulations and tax planning

**Desirable**
- Previous CFO or equivalent level experience
- Previous Company Secretary experience
- An understanding of the complexities of managing financial decisions within a Cathedral or Church of England setting
- Previous experience working with volunteers
- An understanding of and experience in safeguarding best practice

**Knowledge, Skills and Abilities**

**Essential**
- Advanced IT skills; highly proficient in all Office packages, finance and management software
- Excellent analytical skills

**Desirable**
- Ability to communicate information and financial data effectively and confidently across the Cathedral as required
- Knowledge of Capital markets beyond traditional sources

**Qualifications**

**Essential**
- Qualified Chartered Accountant
- Evidence of continuing professional and personal development

**Desirable**
- Postgraduate level management qualification

**Personal Qualities**
- Adaptable and flexible
- Able to lead, motivate and inspire others
- Committed to continuous improvement
- Results orientated and metrics driven
- Influential
- Resilient
- Steadfast resolve and personal integrity
- Able to live our values of kindness, excellence and openness in all that you do

**Other relevant criteria**
- Empathy for the beliefs and ethos of the Christian faith
- Enhanced DBS clearance and committed to safeguarding
How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Winchester Cathedral on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code UAKAXA for the COO role and UAKAXB for the CFO role.

Click on the ‘apply’ button and follow the instructions to upload a CV, and cover letter (no longer than two A4 pages), outlining why you would like to join Winchester Cathedral as COO or CFO.

The closing date for applications is by noon 3rd August 2020.

Initial interviews with Saxton Bampfylde will take place in the w/c 10th & 17th August 2020.

Interviews with Winchester Cathedral are scheduled to take place on 7th & 8th September 2020.

GDPR personal data notice
According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.