

A photograph of Rochester Cathedral, showing its prominent spire and Gothic architecture. The spire is covered in grey lead and has a blue clock face. The sky is overcast.

# Rochester CATHEDRAL

*Growing in Christ since AD604*

**Application Pack  
Human Resources Manager  
January 2021**

# Information for Candidates

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## **The Role**

We are looking for a self-motivated HR professional to help us in all aspects of HR management including recruitment, employment contracts, onboarding, absence management, grievance and redundancy procedures and training.

This is a newly created, part time, permanent post. The post-holder will have two key areas of responsibility: providing advice to the Chapter Clerk- Executive Director (CCED) and managers to help the Cathedral maintain compliance in all areas of HR and maintaining up to date HR records.

The successful candidate will be working closely with the CCED and Finance Manager. The postholder will also play a key role in reviewing the existing staff structure with a view to making better use of staff and IT resources.

The post-holder will be expected to have excellent communication and IT skills and have a good knowledge of HR systems to develop and maintain a quality HR system for the Cathedral that will provide instant access to HR data and management reports. The post-holder will be responsible for training staff in its operation.

## **Hours**

The post is 21 hours per week. The post-holder will be expected to work flexibly as required and will include a combination of some site and home working.

## **Salary**

The salary is £30-35k (pro rata) per annum, subject to experience and qualifications.

## **Annual Leave**

The full-time annual holiday entitlement is 33 days including 8 public holidays. For part time working leave is pro rata giving 20 days holiday which includes the public holidays. The leave year begins on 1<sup>st</sup> September.

## **Pension**

The post-holder will be eligible to join the Church of England Workers' Pension Scheme and will be automatically enrolled in the scheme from the commencement of employment. This is a contributory scheme. The current arrangement is that the Chapter pay 5.5% and the employee must pay a minimum contribution of 2.5%.

## **The Post-holder**

The successful candidate will have a minimum of three years' experience in HR management, demonstrated by a proven track record.

They will have excellent communication and personal skills and be able to work with all members of clergy, staff and volunteer teams and be willing to engage with Chapter.

## Job Description

|                      |   |
|----------------------|---|
| <b>Job Title:</b>    | <b>Human Resource Manager</b>   |
| <b>Line Manager:</b> | Chapter Clerk- Executive Director (CCED)  |
| <b>Hours:</b>        | 21hrs   |
| <b>Job Purpose:</b>  | Solely responsible for all aspects of human resources and compliance with relevant legislation. |

**Context:** This new role sits within the CCED Team and will have a key role in all of the Cathedral's HR processes covering the recruitment process, contracts of employment, DBS checks, employee training, quality checks, time keeping, absences, employee holiday requests, grievances and disciplinarys. Key to this will be the initial development and maintenance of a quality HR system for the recording, monitoring and retrieval of accurate personnel records and in support of our people governance.

All Cathedral employees are required to work together as a team to ensure that the Cathedral fulfils its mission – Growing in Christ since AD604.

**DBS Requirement**      None

### **DUTIES AND RESPONSIBILITIES:**

1. Providing up to date and professional HR advice to support the CCED, in accordance with current HR legislation and good practice.
2. Developing and maintaining a quality HR system for the recording, monitoring and retrieval of all personnel records, covering recruitment, contracts, salaries, training, and all types of absences whilst ensuring all personnel records are up to date.
3. Establishing, reviewing, and maintaining all HR Policies/Procedures in accordance with local and national legislative changes that may be required.
4. Coordinating recruitment campaigns including liaising with managers and recruitment agencies; setting up interviews; preparation of all documentation, information packs, job advertisements and the maintenance of interview records.
5. Preparing employment contracts, induction packs and induction training for new staff.
6. Managing all DBS checks where required ensuring that they remain extant and relevant to the post and maintaining liaison with the Cathedral's Safeguarding Officer and the Volunteer Manager for safer recruitment.
7. Developing, reviewing, and maintaining the Employee Handbook to include key policies and procedures.
8. Assisting with the training and development needs of new and current staff in accordance with any training needs analysis and the Cathedral's Development Plan.
9. Overseeing staff attendance, absence monitoring and the provision of quarterly reports on absence data to CCED and to line managers.

10. Providing HR support and advice to managers, covering performance management guidance, appraisals, access to wellbeing resources, development and grievance/disciplinary procedures and other HR issues as they arise.
11. Liaising closely with the Finance team in supporting the monitoring, control and administration of accurate financial information relating to payroll administration.
12. Preparing correspondence for investigation, suspension & disciplinary action, and/or other employee/employer grievance issues.
13. Developing and implementing an effective programme for staff communication.
14. Developing, implementing, and maintaining an effective performance management system.
15. Overseeing annual pay reviews and benefit renewals.

#### **Other**

16. Providing reports to Chapter when requested and attend Chapter meetings as required.
17. Ensuring that the highest standards of professional performance are maintained.
18. Promoting equal opportunities and diversity.
19. Ensuring compliance, in conjunction with all managers, with the Cathedral's safeguarding policies and procedures.
20. Responsible for ensuring that professional skills are regularly updated through participation in training and development activities.
21. Attending meetings of committees and other groups as appropriate.
22. Any other reasonable duties and responsibilities as may be required by Chapter.

## PERSON SPECIFICATION

| Minimum/Essential Requirements  | Desirable  |
|---|--|
| <b>1. Skills and Knowledge</b>  |  |
| <ul style="list-style-type: none"> <li>• Exceptional interpersonal communication and relationship-building skills</li> <li>• Excellent computer skills.</li> <li>• Comprehensive knowledge and understanding of employment laws</li> <li>• Organised and self-motivated, with a proven record for meeting targets and deadlines.</li> <li>• Able to perform well and remain professional whilst under pressure</li> <li>• Entrepreneurial with the ability to make changes to help HR deliver value.</li> <li>• Ability to run entire HR function</li> <li>• Good time management.</li> <li>• Ability to facilitate positive employee relations.</li> <li>• Understanding of electronic HR system/software</li> </ul> | <ul style="list-style-type: none"> <li>• Cathedral's/ecclesiastical organisations knowledge</li> </ul> |
| <b>2. Experience /Qualifications/Training etc.</b>  |  |
| <ul style="list-style-type: none"> <li>• CIPD level 5</li> <li>• Have 3 years plus experience of working in a HR management position.</li> <li>• Experience in providing payroll information.</li> </ul>  | <ul style="list-style-type: none"> <li>• Demonstrated ability to improve employee morale</li> </ul>    |
| <b>3. Work Related Requirements</b>   |  |
| <ul style="list-style-type: none"> <li>• Adaptable and flexible with working patterns when required.</li> <li>• Self-motivated with the ability to work with little supervision</li> <li>• Good team player</li> <li>• Integrity</li> </ul>   |  |
| <b>4. Physical/health requirements</b>  |  |
| <ul style="list-style-type: none"> <li>• None</li> </ul>  |  |
| <b>5. Values</b>  |  |
| <ul style="list-style-type: none"> <li>• Understanding of and enthusiasm for the Cathedral's overall mission and the ability to engender enthusiasm and commitment in others.</li> </ul>  | <ul style="list-style-type: none"> <li>• In sympathy with the Christian faith.</li> </ul>              |



## Rochester

The Cathedral sits at the heart of historic Rochester, opposite the Norman Rochester Castle and only 200 metres from the River Medway. Rochester is a busy town with exceptional heritage, an independent high street and a busy night-time economy. It has excellent transport links to London (35 minutes by train to St. Pancras) and the south coast.

The Cathedral is the seat of the Bishop of Rochester and the cathedral church of the Diocese of Rochester. The Diocese of Rochester includes 268 parish churches in Medway, west Kent and in the London Boroughs of Bromley and Bexley.

Rochester lies in the Medway unitary authority area and is one of the five Medway towns, the others being Chatham, Strood, Gillingham and Rainham. Over half of the unitary authority area is rural in nature. Because of its strategic location by the major crossing of the River Medway, it has made a wide and significant contribution to Kent, and to England, dating back thousands of years, as evident in the siting of Watling Street by the Romans and by the Castle and Cathedral and the Chatham naval dockyard and its associated defences.

Medway is one of the boroughs included in the Thames Gateway development scheme. It is also the home of Universities at Medway, a tri-partite collaboration of the University of Greenwich, the University of Kent and Canterbury Christ Church University on a single campus in Chatham, together with the University for the Creative Arts, which has a campus in Rochester.

## Our History

Rochester Cathedral was founded in AD604 and is the second oldest cathedral in England. Much of the current building is Norman and the earliest parts were built by Bishop Gundulf in the late 11<sup>th</sup> century (he was also responsible for the construction of Rochester Castle and the White Tower of London). After a serious fire in 1137, the Cathedral was rebuilt in the Romanesque style and it is this part (from 1140-60) that is the Nave today. Further building began in the 1180's, when the Eastern end was remodelled in the Gothic style. In the 1340's Bishop Hamo de Hythe added a central tower and spire and redecorated the Quire. He also added the Library doorway, with its superb carved surround. From this date, no further major building was added but there was substantial underpinning to the South Quire transept between 1825-1840, by Lewis Cottingham, which stabilised the building.

The Cathedral was established as a Benedictine foundation by Bishop Gundulf in 1083 and it remained as such until 1541. The ruins of the cloister and other monastic buildings form the backdrop to the Cathedral gardens. The Cathedral played an important part in the struggles of King John and the Barons, being used as a stable during the siege of the Castle. It was again used by the army during the Civil War and each of these invasions by secular forces left their mark, either through subsequent rebuilding or through loss of paintings and decorations.

The Cathedral's Crypt, Library and Vestry were extensively restored as part of a Heritage Lottery Funded Project, Hidden Treasures, Fresh Expressions. The £6.8 million development was completed in 2017. The newly restored Crypt provides generous new spaces for both internal and commercial exhibitions/events/activities and is where our excellent café is located serving a range of refreshments to visitors on a daily basis.

The Cathedral is home to *Textus Roffensis* (the Book of Rochester). Compiled in Rochester around 1123 *Textus* contains English laws going back to the 7<sup>th</sup> century, from the first Christian kingdom in Kent in the time after the mission of St Augustine in AD597. In the words of historian Michael Wood “it is the foundational document of English law, which along with our language and literature, is our greatest legacy to the world”.

## Governance

The Cathedral is governed by the Cathedrals Measure of 1999 and by its own Constitution, which conforms to that Measure. The care of the fabric of the Cathedral is governed by the Care of Cathedrals Measure of 2011.

The head of the Cathedral is the Dean. He is supported by a Chapter, consisting currently of two Residentiary Canons, two Canons and 4 Lay Canons who were recruited for their skills and expertise in specific areas of Cathedral life. The senior lay member of staff is the Chapter Clerk-Executive Director who is also a member of Chapter. Chapter is responsible for leadership, strategy and policy for the Cathedral. Chapter is also responsible for all the statutory duties of corporate governance, including mission and worship within the Cathedral; good financial planning and control; health and safety; safeguarding; human resources; and care of the fabric. Chapter meets monthly.

The Cathedral Council is a statutory body that meets four times each year and acts as an advisory and consultative body that supports the work of Chapter and ensures accountability to the wider community and the Diocese. It receives the Annual Report and Accounts and ensures that the Cathedral fulfils its legal responsibilities. Council members are drawn from within the Cathedral community and from the local Council and Educational establishments in the Diocese, thus ensuring a wide range of high-quality advisors for the Cathedral.

The College of Canons is a statutory body of the ordained and lay canons of the Cathedral. It receives the Annual Report and Accounts and meets annually to review the year and offer advice and guidance to Chapter. The College offers informed opinions from across the Diocese to Chapter.

The Fabric Advisory Committee is a statutory body responsible for ensuring that the Cathedral’s fabric is preserved in accordance with the rules set down in the Care of Cathedrals Measure 2011. The committee consists of experts in the conservation and repair of historic buildings and artefacts and is supported by the Cathedral architect and archaeologist. It meets quarterly.

The Finance Risk and Audit Committee advises Chapter on matters relating to finance, investments, property portfolio, and risk. It consists of three voluntary members, recruited for their financial expertise, the Dean and two other members of Chapter and the Chapter Clerk-Executive Director. The committee meets monthly.

The Cathedral Trust exists to support the Cathedral through raising funds to promote its work. Its current main purpose is to create an Endowment Fund for Music and it meets quarterly to plan the fund-raising campaigns. The Trust’s Patron is the Countess of Wessex and Jools Holland is Music Patron. The Trust members are high profile individuals from across the Diocese.



The Association of the Friends of Rochester Cathedral is a body dedicated to supporting the fabric of the Cathedral through fund raising and endowment income.

The Cathedral Forum is an informal body that meets quarterly as a congregational group to discuss matters relating to the Cathedral family and worship. Two members of the Forum are also Cathedral Council members, and this provides a useful link between the statutory body and the congregation.

Chapter is also supported by the Health and Safety committee, which includes volunteer members with specialist expertise. The committee meets quarterly to review all aspects of Health and Safety across the Cathedral and to make decisions as to training and any matters requiring attention.

## **Resources and Finance**

The Annual Report and Accounts are available on our website ([www.rochestercathedral.org](http://www.rochestercathedral.org)) and these show that the Cathedral has a general income in excess of £1.3million. This relatively small income means that all resources must be carefully husbanded, and that use must be within mission and strategic guidelines.

Careful fiscal management is maintained by a strict budget and financial control to which all staff members adhere. Monthly management accounts are shared with all budget holders and presented to Chapter each month. Adverse variances are discussed with budget holders and everyone recognises the importance of maintaining a positive annual outcome.

In recent years, we have set an annual maintenance plan that ensures that properties are kept up to standard and this is funded from the annual operating surplus. Capital expenditure is monitored by the Finance Risk and Audit Committee which also ensures that the yield from our properties is in line with expected outcomes.

We hold an investment portfolio of £3.4m and we ensure that this is invested in line with Church of England ethical guidelines. We aim to achieve a 4% yield on this fund and, with this aim in view, have recently appointed CCLA to take over management of the whole fund. We believe that this will increase yield by about 1% or £30k annually.

We own 44 properties in Rochester and aim for 100% occupancy of commercial and residential properties and try to ensure that vacancies are as short as possible. After a period in 2016/17 when several properties were empty due to refurbishment, we have again achieved this aim.

As a free to enter Cathedral, we aim to encourage visitor giving and we have introduced more prominent offertory boxes and contactless donation boxes. This has increased our gift income by about 40%.

## **Music**

Music is an integral part of the worship at the Cathedral. The Cathedral and the School are committed to equality and co-education and so, from September 2020, a single treble line of

boys and girls has been introduced to the Cathedral Choir, with all new choristers eventually to attend King's Preparatory School.

The adult professional singers of the Cathedral Choir comprise up to six Principal Lay Clerks supported by a pool of Deputy Lay Clerks. We also have a Voluntary Choir (who lead the services on various occasions during the year) and a Children's Choir which offers opportunities for local young people to take part in choral singing, as part of the Cathedral's community music programme.

We are committed to excellence in music and have created an Endowment Fund with the intention to raise sufficient capital to support the cost of music in the future - the Endowment Fund currently stands at over £1.3 million.

## **Staff and Volunteers**

The Cathedral staff team is small but dedicated, with most staff serving for many years with only a small turnover of personnel that reflects the spirit of the Cathedral.

The team is led by the Chapter Clerk-Executive Director, with heads of each department answering directly to him.

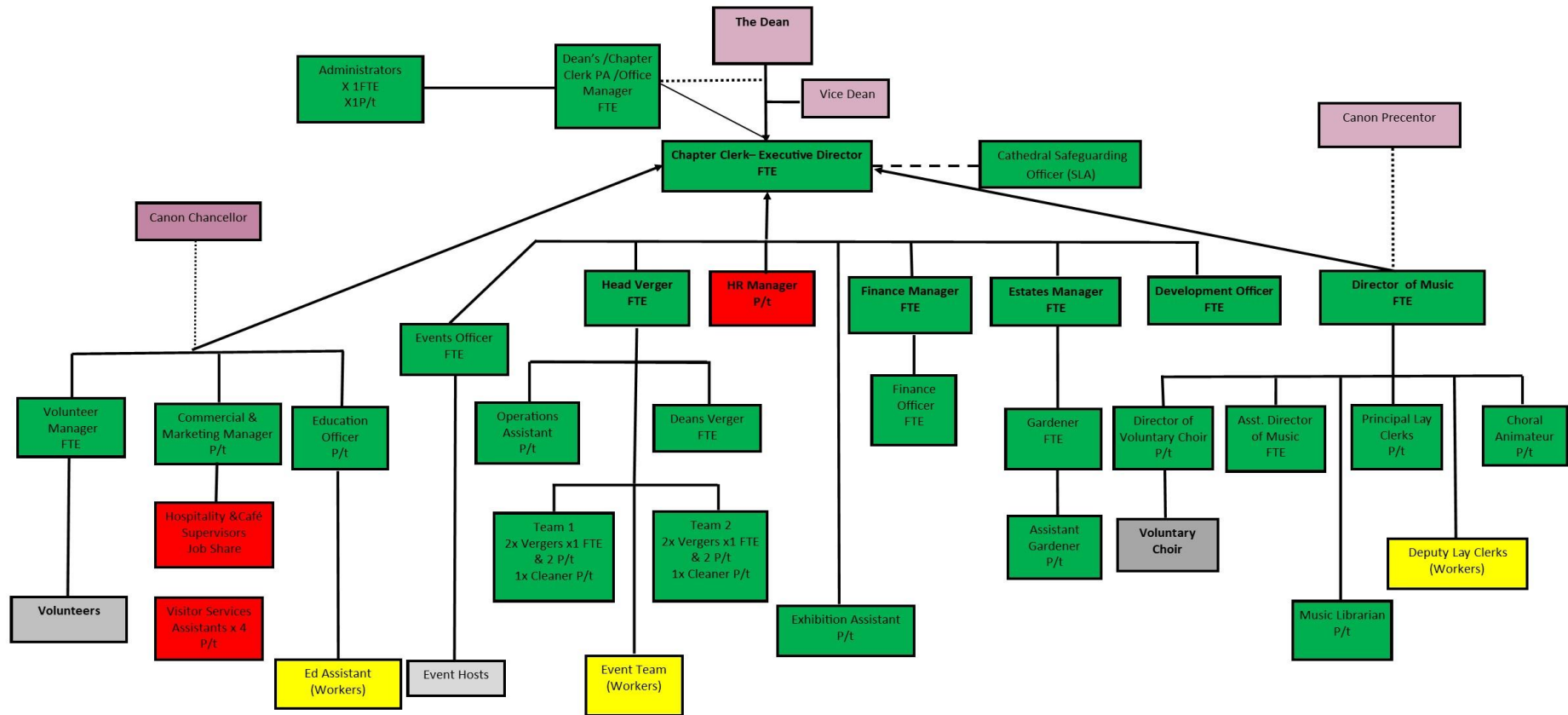
The Head Verger currently has a team of seven vergers and two cleaners. They are supported by an Events team who work on a casual basis as required for major events and services.

It is hoped that five new posts (four Visitor Services Assistants providing a professional welcome for visitors and a new Hospitality & Café Supervisor) whose recruitment has been delayed by the Covid-19 restrictions, can be filled in late spring/early summer of 2021. These fixed term temporary contract positions, offered for two years, are funded by grant aid from the Church Commissioner's Cathedral Sustainability Fund.

The Cathedral is also supported by a team of over 370 volunteers, who offer a wide range of expertise, time and service to support Cathedral life and mission. They are led by a Volunteer Manager, who works in the Visitor Experience & Enterprise team.

The full complement of staff is shown on the staff chart on the following page.

# Cathedral Structure – January 2021



Post in Green = existing

Post in Red = new posts approved but not recruited against

Post in Yellow = Workers (previously called casual)

Posts in grey—Volunteers

Lilac—Clergy posts

## Equality Statement

The Chapter recognises the benefits of a diverse workforce and is committed to providing a working environment that is free from discrimination.

The Chapter will seek to promote the principles of equality and diversity in all its dealings with employees, workers, job applicants, clients, customers, suppliers, contractors, recruitment agencies and the public.

All employees and those who act on the Chapter's behalf are required to adhere to this policy when undertaking their duties or when representing the Chapter in any other guise.

## The Recruitment Process

**Closing Date:** The closing date for applications is **09:00hrs Monday 22nd February 2021.**

Applications should be made on the application form on the Cathedral website [www.rochestercathedral.org](http://www.rochestercathedral.org) and accompanied by a separate letter outlining how you would respond to the challenges of the post. Completed applications should be returned, by email to: [marilyn.tyler@rochestercathedral.org](mailto:marilyn.tyler@rochestercathedral.org).

### Interviews:

Interviews (either in person or by Zoom) will take place in the week commencing 1<sup>st</sup> March 2021.

If you would like to have an informal discussion about the post, please email Chapter Clerk-Executive Director Simon Lace: [simon.lace@rochestercathedral.org](mailto:simon.lace@rochestercathedral.org) who will arrange a suitable day/time for a telephone conversation.

## COVID 19

Subject to the ongoing situation with regards to COVID 19, the Cathedral's preference is to hold face to face interviews but will reserve the right to change the structure of the interviews which could be the utilisation of cloud platforms such as Zoom. Subject to the Government's advice prevailing at the time of the planned interviews all necessary steps will be taken to make a safe environment for candidates attending in person. Candidates will be advised one week in advance of the interviews if the format is to be changed.

## Appointment

All appointments are subject to satisfactory pre-employment checks.