

A photograph of Rochester Cathedral, showing its prominent blue-tiled spire and stone towers against a cloudy sky. The cathedral's architecture is a mix of Norman and Gothic styles.

# Rochester CATHEDRAL

*Growing in Christ since AD604*

**Application Pack  
Events Officer  
September 2018**

# Information for Candidates

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## **The role**

We are looking for a self-motivated person to help us maximise the Cathedral's assets and resources to ensure the sustainability of this ancient and active community.

This is a newly created, full-time, permanent position. The post-holder will have two key areas of responsibility; the promotion and management of Cathedral events and the upkeep and development of content of the Cathedral's website and digital media. The post-holder will report to the Visitor Experience & Enterprise Manager.

The Visitor Experience & Enterprise team brings together the Cathedral's learning services, events and exhibition programmes with commercial, retail and catering activities. The post has a wide remit and requires the ability to prioritise and balance the demands of challenging strategic and operational workloads.

The recent restoration of the Cathedral's Crypt and Library, a major Heritage Lottery Fund grant-aided project, has produced wonderful new facilities which provide a new impetus for our commercial activities. The post-holder will be expected to assist in developing innovative uses of all our spaces, old and new, whilst respecting the constraints of a working place of worship delivering over 1,200 services each year. The post-holder will be expected to manage the administration of all bookings (apart from schools) from initial enquiry through to completion of the event, including all liaison with clients and negotiation internally and externally before, during and after the booking.

## **Hours**

The role is 35 hours per week. The post-holder will be expected to work flexibly, including evenings, weekends and public holidays as required.

## **Annual Leave**

The full-time annual holiday entitlement is 25 days plus public holidays. The post-holder may be asked to work on public holidays and will be entitled to time off in lieu. 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%.

## **Salary**

The salary is £24,115 per annum.

## **The Post-holder**

The successful candidate will have experience of the successful management of events and commercial activities, demonstrated by a proven track record and experience of digital marketing.

They will be able to work with all members of the staff and volunteer teams and be willing to engage with Chapter and our partners and stakeholders. They will wish to further the mission of the Cathedral and will be in sympathy with the Christian faith.

## Job Description

**Job Title:** Events Officer

**Line Manager:** Visitor Experience & Enterprise Manager

**Job Purpose** This newly created role is fundamental to the delivery of the Cathedral's strategic plan. The post holder will be responsible for managing and delivering the Cathedral's events programme as well as managing our website and social media.

**Context:** The Events Officer is part of the Visitor Experience & Enterprise team. The team is responsible for the Cathedral's commercial activities, its extensive learning and volunteer programmes and all other visitor services. The post-holder will work closely with the verger team, the Canon for Mission & Growth and the Canon Precentor to ensure that events, activities and services are properly planned and resourced and are effectively delivered.

All Cathedral employees are expected to work together to ensure that the Cathedral fulfils its mission.

The following is not an exhaustive list of the tasks but is indicative of the main responsibilities.

### Event Management

- Manage the administration of all bookings, from initial enquiry through to completion of the event, including all liaison with clients and negotiation internally and externally before, during and after the booking.
- Maintain Artifax, the Cathedral's diary system, ensuring that it is being used to its maximum potential and that all staff are adequately trained in its use.
- Be responsible for the development and delivery of the exhibition programme, both internal and external, from inception to installation, including publicity and communication liaising with the internal exhibition team and external exhibitors
- Be responsible for the management of the events programme to ensure that internal and external events are properly organised, managed and delivered and liaising with others to ensure that all events are properly staffed, by clergy, staff and/or volunteers.
- Organise the monthly Open Forum meetings, bringing together all users to ensure the most efficient use of the Cathedral floor, and co-ordinating long-term planning.
- Promoting the Cathedral as a visitor attraction and a venue for events.

### Marketing and Communications

- Work with the Visitor Experience & Enterprise Manager to develop, update and implement the Cathedral's marketing & communications strategy and to encourage the Cathedral's clergy, staff and volunteers to embrace and implement it.
- Ensure that the Cathedral's website is maintained and that all content is suitable, correctly uploaded and that the information is kept up to date and relevant and well written.
- Act as the advocate for the Website and ensure that all internal users understand the rules for uploading content and are encouraged to use the site to its full potential.
- Liaise with the designer of the Cathedral's website to ensure that it continues to be effective and engaging, reflecting the needs of the Cathedral and keeps up to date with the development of latest technology.

- Be responsible for the implementation of agreed digital marketing activity including social media marketing, including Twitter, Facebook and Instagram and modern technologies.
- Actively use data and statistical information to increase online presence and efficacy (including Google Analytics, Google AdWords, and social media engagement).

**Other:**

- Provide reports to Chapter when requested and attend Chapter meetings as required.
- Cover basic essential duties in the absence of other staff as directed by the Visitor Experience & Enterprise Manager or Chapter Clerk-Executive Director.
- Ensure that the highest standards of professional performance are maintained.
- Promote equal opportunities and diversity in the work of the department.
- Ensure compliance with relevant legislation and statutory codes of practice, as advised.
- Ensure compliance with the Cathedral's safeguarding policies and procedures.
- Participate in the arrangements for performance review and appraisal
- Ensure that professional skills are regularly updated through participation in training and development activities
- Attend meetings of sub committees and other groups as appropriate.
- Any other reasonable duties and responsibilities as may be required by Chapter.

**Person Specification**

|  | <b>Essential / Desirable</b> |
|--|------------------------------|
| <b>Values</b>  |                              |
| Understanding of and enthusiasm for the Cathedral's overall mission and the ability to engender enthusiasm and commitment in others.       | Essential                    |
| In sympathy with the Christian faith.  | Essential                    |
| <b>Education &amp; Training</b>  |                              |
| Education to degree level or equivalent.   | Desirable                    |
| <b>Knowledge &amp; Experience</b>  |                              |
| Substantial experience of managing events and activities in a similar environment.   | Essential                    |
| Strong commercial acumen and a successful track record of developing successful strategies and driving sustained financial growth.         | Essential                    |
| Keen financial awareness and experience of budget management.  | Essential                    |
| Marketing knowledge and experience in the heritage, cultural or tourism sector.  | Desirable                    |
| Excellent organisational and time management skills, as well as meticulous attention to detail.  | Essential                    |
| Excellent IT skills including Microsoft Office, EPOS systems, Digital ticketing systems and e-commerce systems.                            | Essential                    |
| Experience in using digital and social media and enthusiasm to embrace modern technology and champion its use throughout the organisation. | Essential                    |
| Excellent copy-writing and proof-reading skills  | Essential                    |

|   |           |
|---|-----------|
| Experience of working in the cultural, ecclesiastical and/or charitable sector.   | Essential |
| Experience of working with volunteers.  | Essential |
| <b>Competencies</b>   |           |
| Clear thinker, able to prioritise, problem-solve and find creative solutions.   | Essential |
| Commitment to ensuring the Cathedral's safeguarding policies and procedures are applied consistently and understood and a willingness to undergo regular training in this area. | Essential |
| Willingness to obtain relevant qualifications, licences and training as required.   | Essential |
| Excellent interpersonal and communication skills and the ability to work collaboratively in an approachable and constructive manner.  | Essential |
| Willingness to work flexibly, including evenings, weekends and public holidays as required.   | Essential |



## 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.

More recently, there has been repair and conservation work and the addition of a fresco in the North Nave transept in 2004 in commemoration of the 1400<sup>th</sup> anniversary of the Cathedral's foundation. The Cathedral's Crypt, Library and Vestry were extensively restored as part of the Hidden Treasures; Fresh Expressions project. The £6.8 million development, which was funded with the generous support of the Heritage Lottery Fund, was completed in 2017. The newly restored Crypt provides generous new spaces for events and activities.

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 Cathedral is governed by the Care of Cathedral Fabric Measure of 2011.

The head of the Cathedral is the Dean. He is supported by a Chapter, consisting currently of four Residentiary Canons and three 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 Committee advises Chapter on matters relating to finance, investments and the property portfolio. 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 committee recently held a review of its investment management and has appointed CCLA Investment Management Ltd as the Investment Manager for all Cathedral funds.

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; Jools Holland and David Starkey are Vice-Patrons. The Trust members are high profile individuals from across the Diocese. The Trust is a registered charity (Reg. No. 291616).

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. During the past year, the Friends have continued their regular support of maintenance to the Garth garden and contributed to the major project in the crypt. The Friends is also a registered charity (Reg. No. 273973).

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. The minutes of the Committee are reviewed at Chapter meetings.

### **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 £1.1million. 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 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.

The Cathedral owns 43 properties in Rochester. We 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.

In 2015, we introduced more prominent offertory boxes, and this has increased our gift income by about 40%. As a free to enter Cathedral, we aim to encourage visitor giving but this is currently still very low.

### **Music**

Music is an important part of the worship at the Cathedral. The Cathedral Choir is made up of three parts: twenty boy choristers, who all attend King's School; eighteen girl choristers, who are drawn from local schools and a pool of adult professional singers. We also have a Voluntary Choir who lead the services during holidays. A recent development is our Children's Community Choir which offers opportunities for local young people to take part in choral singing.

The Music team achieves a standard of music that is recognised nationally as of a high order. The choir has been broadcast on BBC radio and two of our boy choristers came first and second in the BBC Radio 2 Young Chorister of the Year competition in 2016.

We are committed to continuing this excellence in music, both as a glorious continuation of the English tradition of Cathedral choral music and as a means of worship that enriches the soul. As part of this commitment, we have created an Endowment Fund with the intention to raise sufficient capital to support the cost of music in the future. The Fund currently stands at just over £1 million.

### **Staff and volunteers**

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

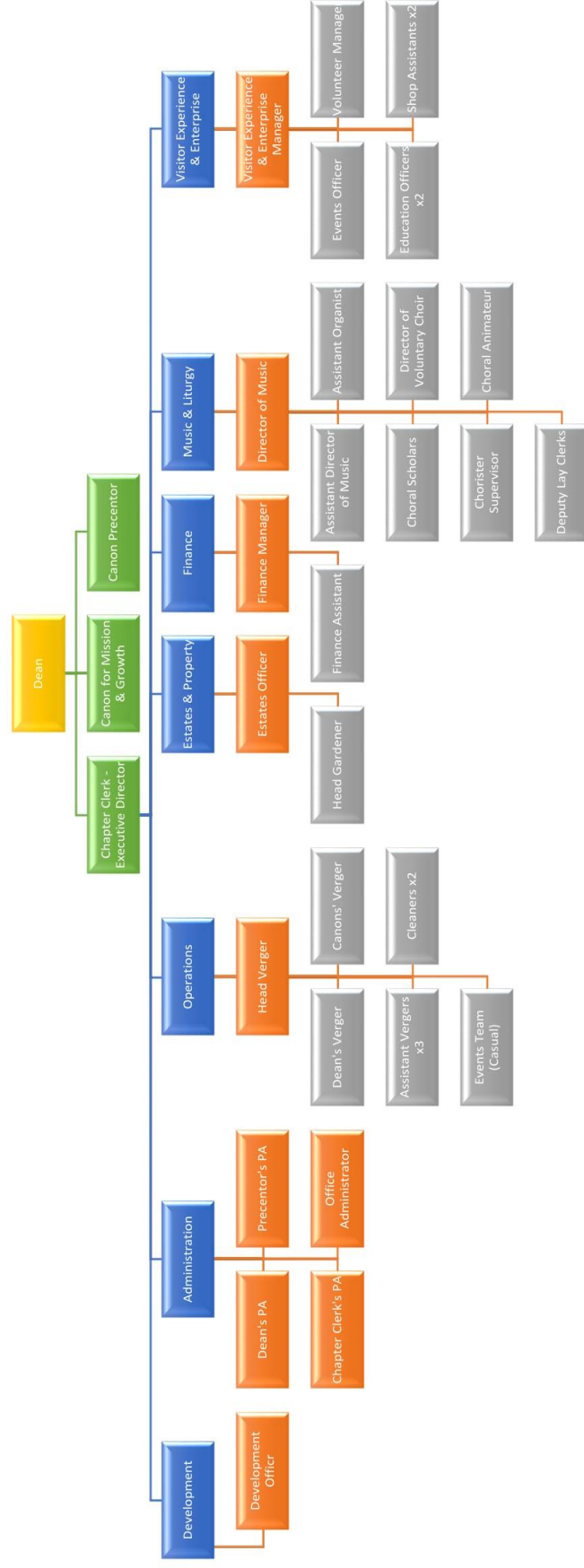
The team is led by the Chapter Clerk-Executive Director, with heads of each department answering directly to him.

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

The Cathedral is also supported by a team of almost 400 volunteers, who offer a wide range of expertise, time and service to support Cathedral life and mission. They are led by the Volunteer Manager who is part of the Visitor Experience & Enterprise team.

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

# ROCHESTER CATHEDRAL STAFFING STRUCTURE 2018



## **Visitor Experience & Enterprise**

Visitor Experience & Enterprise is a new team which encompasses all the revenue generating activities of the Cathedral (bar those from our Estate) and our services for visitors. It encompasses the initiation, development and management of commercial activity, visitor services, learning and marketing to improve profitability and income and provide an improved visitor experience.

Our learning team has an extensive programme of education for both primary and secondary schools and they ensure that this works as an integral part of the national curriculum. The education team also has an outreach programme with local special schools and this has led to innovative and popular exhibitions and special events. In school holidays, there are activities for families which attract large numbers who enjoy brass rubbing, history trails and other events. We also regularly welcome visiting adult groups. Educational programmes provide a useful source of income, contributing over £21,000 in 2017.

The Rochester Cathedral Enterprise Company Limited (RCEL) is the commercial organisation established by the Cathedral to run its retail and catering operations. The Cafe in the Crypt is a new, volunteer-based, coffee shop operating the Crypt. RCEL is also responsible for the Cathedral's retail operation. Our shop is also in the Crypt and stocks a wide range of publications, souvenirs and faith-based products. The shop is an important service to be provided for the Cathedral's visitors but its capacity also to provide a useful income stream is currently under-developed. RCEL is currently reviewing the other commercial opportunities which may benefit from its involvement.

The Cathedral hosts many events during the year. These include exhibitions, concerts, weddings, graduations and social events and many contribute to a useful income stream. Our verger team and volunteer Events Hosts work hard to service all these activities. The post-holder will be responsible for overseeing the management of the Cathedral's programme of activities and assisting in the development and offer in this area.

The Cathedral's new website was launched early in 2018. Whilst a very significant improvement on its predecessor, it requires the development of more content and interactivity. The Cathedral's use of social media (Twitter, Facebook and Instagram) has proved to be very useful but, again, requires further development to improve its impact and effectiveness.

## **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

The closing date for applications is 09:00 on Monday 15<sup>th</sup> October 2018.

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

They should be returned, by email only, to [theresa.buckland@rochestercathedral.org](mailto:theresa.buckland@rochestercathedral.org).

Interviews will be held on Thursday 25<sup>th</sup> October 2018.

The interview process will include:

- A formal interview, including a presentation
- A tour of the Cathedral
- Informal meetings with key staff

If you would like to have an informal discussion about the post, please contact Rebecca Peachey, Visitor Experience & Enterprise Manager on 01634 810076.

