

CHAPTER CLERK AT DURHAM CATHEDRAL AND CLERK TO THE LORD CREWE TRUSTEES

1 Introduction

(a) Durham Cathedral: History and Life

North-east England is a region with a strong sense of history, identity and place. Durham Cathedral is for many an icon of the region. The Diocese of Durham covers that part of it between the Tees and the Tyne, and between the North Pennines and the sea. Originally part of the Saxon kingdom of Northumbria, it retains a distinctive awareness of a long Christian history extending back to the 7th century monks of Lindisfarne and their missionary activity across the north of England.

The Diocese of Durham corresponds to the medieval Palatinate or 'land of the prince bishops' over which Bishops of Durham had extensive powers only finally abolished in the 19th century. Today, it includes County Durham and the metropolitan boroughs of Gateshead, South Tyneside and the City of Sunderland as well the unitary authorities of Darlington, Stockton and Hartlepool. The area was once dominated by the Durham coalfield, and by shipbuilding and heavy industry on Tyneside, Wearside and Teesside, a proud history that has left a deep mark both on the landscape and the collective memory. Much of this industrial heartland has been regenerated since then, and diversification of industry and commerce encouraged. Gateshead is promoting itself as a major national focus of the arts and cultural industry through its riverside developments at the Baltic Centre for the Arts and the Sage. There is a new university at Sunderland and a campus of Durham University at Stockton. A once blackened coastline is being returned to its former state, while the high Pennines constitute an Area of Outstanding Natural Beauty that is genuinely remote. This is a diocese of great contrasts.

The city of Durham, built on a loop of the River Wear, is at once a cathedral city, an ancient fortified town, a seat of learning and a north-eastern working community. The City Council (soon to be subsumed into a new County-wide unitary authority) administers an area with a population of 87,000 though the historic city is much smaller than this suggests. It is dominated by its world famous Cathedral and Castle, which together form one of the country's first World Heritage Sites. It is a major tourist attraction in the region. It is home to one of Britain's finest universities, but also to no fewer than three prisons. Less than three hours from London by rail, and situated on the A1(M), Durham is easily accessible from all parts of the country. It is only 15 miles from Newcastle, so it enjoys the benefits of being on the doorstep of one of the UK's most vibrant and characterful cities. Yet its small size and sense of intimacy lend Durham a charm that is its own.

Durham Cathedral was founded in 995, when the community of St Cuthbert, exiled from Lindisfarne for more than a century through Viking raids on the coast, brought the body of their saint on to the peninsula and established a church and shrine here. The Saxon community was replaced by Benedictine monks who began to build the present Norman Cathedral in 1093. Largely completed early in the 12th century, it is regarded by many as the finest Romanesque church in Europe (Bill Bryson called it, 'the best cathedral on planet Earth'). The Galilee Chapel was added later in the 12th century, and the gothic Chapel of the Nine Altars in the 13th. The monastic buildings around the cloister survive and remain in use while the College, by which Durham's beautiful cathedral close is known, houses members of the Chapter and staff (including the current Chapter Clerk), together with the Cathedral office and Chorister School.

Visited by upwards of 600000 people every year (and the most popular free visitor attraction in the region), the Cathedral is in constant use by groups and individuals, for many of whom it is an important place of pilgrimage, a focus of prayer, and a resource for involvement in the life of the wider community. A large number of special services bring the key institutions and wider community of diocese, university, city and region into the Cathedral on a regular and frequent basis. The Cathedral is a popular venue for concerts, exhibitions and special events. The music at the Cathedral is outstanding. The choir of boys, soon (2009) to be augmented by a second top line of girl choristers, together with the lay clerks and choral scholars is highly regarded for the excellence of its tour performances, broadcasts and recordings. There are many active links with the University (including its colleges and Department of Theology), and with both statutory and non-statutory regional, county and city bodies.

The heart of the Cathedral's life is the daily offering of praise and prayer through the offices of morning and evening prayer and the eucharist. (For the pattern of Sunday and weekday services, see the website.)

The Cathedral is governed by a constitution and statutes promulgated under the Cathedrals Measure of 1999. This defines the Cathedral as 'the Seat of the Bishop and a centre of worship and mission'. The Chapter is the administrative body of the Cathedral that holds its governance and directs its work and mission. It consists of the Dean, four ordained residentiary canons (the fifth canonry is annexed to the Van Mildert Professorship whose next incumbent takes up office in 2009), and two lay members. Two of the canons residentiary hold key responsibilities in the Diocese, while the other two (known as the Church Commissioners' Canons) hold full-time posts in the Cathedral itself. The senior lay staff include the Organist, Chapter Steward (Visitor Officer), Head Verger, Assistant Librarian, Clerk of Works, Head Porter, Finance Officer, Head Teacher, Education Officer, Land Agent and Head of Development. The total staff establishment is about 120 full-time or part-time people (including the Chorister School). There are upwards of 500 volunteers involved in the life of the Cathedral, particularly its ministry of welcome. In addition, there are two franchise operations in the restaurant and shop. The annual turnover of the Cathedral, including the Chorister School and franchises, is in the region of £6M.

(b) The Lord Crewe Charity

Nathaniel, Lord Crewe was born in 1633. He was educated at Lincoln College Oxford, later becoming Rector in 1668. He was Bishop of Oxford from 1671 – 1674, and Bishop of Durham from 1674 -1721. In 1697 Nathaniel succeeded his brother Thomas as 3rd Baron Crewe, but the barony became extinct upon his death. He married twice and he survived both his wives but died childless in 1721. When he died his long and detailed will left his personal estates in Durham and Northumberland to five trustees, one of whom was always the Rector of Lincoln College. Today there are seven trustees, including the Rector of Lincoln College. Three are Archdeacons from the Dioceses of Durham and Newcastle and three laypersons with particular knowledge of land management.

Lord Crewe's will and subsequent charity schemes sets out that the principal beneficiaries will be:

- necessitous clergy and their dependents of the dioceses of Durham and Newcastle, particularly for the education of their children
- Lincoln College Oxford scholarships and bursaries
- parishes in which the charity owns land or has the right of presentation to the benefice

The Charity still owns a substantial part of the original estates, centered round the Blanchland Estate, Fleetham and Thornton Estates south of Berwick, and the Bamburgh Estate.

2 Aims of the Post

The Chapter Clerk of Durham Cathedral is the senior lay person employed by the Chapter and is responsible for the administration of the Cathedral. In this role, he or she attends all formal and informal meetings of the Chapter and is involved in the formation and implementation of strategy and policy at the highest level. The Clerk to the Lord Crewe Trustees is the executive officer of the Trust and is responsible for its administration and the implementation of its business.

The aims of the post (corresponding to the six key roles below) are:

- **To ensure that the Cathedral is properly resourced for the support of its life, worship and mission**
- **To co-ordinate the operational, financial and administrative aspects of the Cathedral's work**
- **To provide leadership to the Cathedral's employed lay staff and volunteers**
- **To have oversight of the Cathedral's fabric and estate**
- **To serve the Chapter as its Clerk**
- **To act as Clerk to the Lord Crewe Trustees**

3 Key Roles and Responsibilities

Key Role 1: Resourcing the Cathedral's Mission

- As the senior lay staff member, participate in the leadership and life of the Cathedral as a Christian institution
- Lead the development of strategy and business planning so that the Cathedral remains focused on its objectives and monitors its progress towards achieving them
- Ensure that resources are allocated so that the Cathedral's mission is realised in a sustainable way
- With the Head of Development, ensure that the strategic objectives of the Cathedral's development programme are progressed and monitored

Key Role 2: Responsibility for the Cathedral's Finance and Administration

- Contribute to the financial strategy of the Cathedral and have oversight of its day to day financial management as Deputy Treasurer
- Lead the organisation's administration and manage the Chapter Office
- Ensure that the Cathedral is compliant with all current legislation
- Manage the Cathedral's relations with its commercial partners and franchisees
- Ensure careful analysis and management of the risks to which the Cathedral is exposed
- Act as secretary to the Cathedral's Finance Committee and its Resources Committee
- Act as company secretary to the Cathedral's trading subsidiary

Key Role 3: Leadership of the Lay Staff and Volunteers of the Cathedral

- Develop, motivate and inspire the paid staff by embodying and promoting the Cathedral's values
- Ensure that the Cathedral's volunteers are effectively managed, supervised and encouraged
- Ensure team working among the Cathedral's senior staff
- Have responsibility for all employment matters relating to the Cathedral staff (including implementation of the new staff review process)
- Attend quarterly meetings of the Senior Staff Forum and weekly meetings with the Dean and Commissioners' Canons

Key Role 4: Oversight of the Cathedral's Fabric and Estate

- Oversee the maintenance, conservation and enhancement of the Cathedral's fabric and furnishings
- Oversee the management of the Cathedral's estate, including the houses in The College
- Act as Secretary to the Cathedral's Fabric Advisory Committee if required by that Committee
- Act as the Cathedral's point of liaison with external fabric-related institutions including statutory planning bodies
- To be responsible for the security of the Cathedral and its precincts

Key Role 5: Clerk to the Cathedral Chapter

- Attend and service all formal, informal and residential meetings of the Chapter
- Ensure that policies and decisions of the Chapter are efficiently implemented
- Service other meetings of the Foundation (Cathedral Council and College of Canons) and act as Clerk to the Governors of the Chorister School
- Act as the Chapter's correspondent in relation to external (statutory and non-statutory) local and national bodies
- Act as point of contact between the Chapter and the Council of the Friends of Durham Cathedral
- Fulfill all other duties that the Dean or the Chapter may reasonably require

Key Role 6: Clerk to the Lord Crewe Trustees

(Responsible to the trustees of the Lord Crewe Charity and equating to about 10% of the full-time post.)

- Act as clerk to the trustees, including the preparation of the agenda and minutes of the trustee meetings and dealing with correspondence in respect of the Charity
- Advise the trustees in relation to their legal duties as trustees and with regard to the terms of Lord Crewe's will, and ensure compliance with charity law
- Work with the Receiver and Finance Officer in relation to the Charity's properties, investments and finances
- Administer the annual educational support grant scheme and handle requests for charitable financial support from individuals, parishes and organisations
- Liaise with the Chairman or Vice-chairman with regard to special grants
- Fulfill all other duties that the trustees may reasonably require

Both the Chapter and the Lord Crewe Trustees will expect the post-holder to advise them on how their structures and practices should adapt to changing circumstances.

Senior staff members (heads of department) for whom the Chapter Clerk is responsible

- Clerk of Works
- Finance Officer (shared with Lord Crewe Trustees)
- Land Agent (shared with Lord Crewe Trustees)
- Head of Development
- Head Teacher of the Chorister School
- Chapter Steward (for administrative matters)
- Head Porter
- Head Verger (for security and organisational matters)
- Education Officer (for administrative matters)
- Assistant Librarian (for administrative matters)
- Organist (for administrative matters)

Principal internal relationships

- The Dean, Canon Treasurer and Chapter
- Cathedral Architect
- Chairman of the Cathedral Council
- Chairman of the Fabric Advisory Committee
- Chairman of the Finance Committee
- Resident Archaeologist
- Restaurant Manager (employed by the franchise holder)
- Shop Manager (employed by the franchise holder)

Principal Committees (* clerk/secretary)

- Chapter* (11 pa)
- Lord Crewe Trustees* (3pa)
- Cathedral Council* (2 pa)
- College of Canons* (annual)
- Fabric Advisory Committee* (3pa)
- Finance Committee* (3pa)
- Resources Committee* (11 pa plus meetings with franchise holders)
- Works Progress Committee* (8 pa)
- Chorister School Governors* (3pa)
- Chorister School F&GP* (6pa)
- Senior Staff Forum (4 pa)
- Executive Council of the Friends of Durham Cathedral (6pa)

Accountability

- As Chapter Clerk: to the Chapter through the Dean
- As Clerk to the Lord Crewe Trustees: to the trustees through the Chairman

4 Person Specification

Experience

The appointee will have had at least seven years' experience at a senior level in the public, private or not-for-profit sectors (e.g. business, the civil service, armed forces, charity) which demonstrates:

- ability publicly to model and communicate the vision, aims and values of a complex organisation
- successful leadership by example, and the ability to motivate and manage staff
- ability to set and achieve strategic objectives in a complex and diverse organisation, and manage change
- rigorous understanding of budgets and the exercise of financial controls;
- familiarity with organisational processes and operational management against targets
- working knowledge of information technology and its potential to enhance the performance of an organisation and its staff

Personal attributes

- clear empathy with the mission of the Christian Church and the aims and values of Durham Cathedral, and as a communicant member of the Church of England or another Christian Church, willing to participate in its life and worship
- excellent interpersonal, negotiation and communication skills
- ability to think strategically and enable others to do so
- planning, organisational and performance management skills
- understanding of the law, compliance requirements and good practice as they apply to charitable organisations
- financial expertise and administrative skills
- physical and mental stamina
- entrepreneurial vision and insight
- demonstrable belief in collaboration, team working and partnership
- ability to work on many different fronts at the same time and maintain focus under pressure

5 Terms of Appointment

- The joint appointment will be full-time. It is expected that it will begin in March 2009 to allow induction by the present post-holder
- This post is supported by a non-contributory pension scheme. Our normal retirement age is 65 as per government guidelines
- The appointee will work from the Cathedral Chapter Office.
- Living accommodation will be provided in or near the Cathedral precincts subject to discussion with the successful appointee. (This is in addition to the salary paid.) Reasonable removal expenses will be paid.
- Salary will be negotiable but will be in the region of £55-60k pa.

- All staff are required to be subject to the Cathedral's policies on child protection, health and safety, discrimination and data protection. In particular, this post is subject to enhanced disclosure under the CRB process.
- There will be a probationary period of 6 months, after which, on satisfactory performance, the appointment will be confirmed; or a further probationary period may be applied.

6 Appointment Process

- Applications may be submitted electronically or in hard copy and must arrive not later than **noon on Monday 10 November 2008**.
- Applicants are welcome to contact the Dean by telephone (0191.384.7500) or email (michael.sadgrove@durhamcathedral.co.uk) for informal discussion about the appointment prior to submitting an application.
- Interviews will take place in Durham from **1200 on Tuesday 25 November until 1400 on Wednesday 26 November**. All accommodation and meals will be provided. Candidates will have the opportunity of meeting Chapter members, senior staff and Lord Crewe Trustees and of gaining familiarity with the Cathedral and its immediate environs.
- The appointment is subject to three satisfactory references (one of which will be obtained from a minister of religion) and to a satisfactory health check following an offer (at the Chapter's expense).

Please return completed application forms to:

linda.jeffrey@durhamcathedral.co.uk

or:

Mrs Linda Jeffrey
The Chapter Office,
The College
Durham
DH1 3EH

Telephone: 0191.386.4266

Fax: 0191.386.4267

Web: www.durhamcathedral.co.uk