A photograph of Rochester Cathedral, showing its prominent blue-tiled spire on the left, a large Gothic window at the bottom, and other stone towers. The sky is overcast.

Rochester CATHEDRAL

Growing in Christ since AD604

**Application Pack
Visitor Experience & Enterprise Manager
October 2017**

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 lead the Visitor Experience & Enterprise team and will report directly to the Chapter Clerk – Executive Director.

The Visitor Experience & Enterprise team brings together the Cathedral's formal education services; learning, events and exhibition programmes with commercial, retail and catering activities. The post-holder will work closely with the board of the Rochester Cathedral Enterprise Co. Ltd. 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, a major HLF grant-aided project, has produced wonderful new facilities which provide a new impetus for our commercial activities. The post-holder will be expected to develop innovative new uses for all our spaces whilst respecting the constraints of a working place of worship delivering over 1,200 services each year.

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 1st 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 Dean and Chapter pay 5.5% and the employee must pay a minimum contribution of 2.5%.

Salary

The salary is £30,000 per annum.

The Post-holder

The successful candidate will have experience of the successful development of commercial activities, demonstrated by a proven track record, preferably in an ecclesiastical, heritage or tourism setting. They will have a thorough understanding of financial matters and the ability to develop the commercial and visitor side of Cathedral life.

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 engage in the mission of the Cathedral and be in sympathy with the Christian faith.

Job Description

Job Title:	Visitor Experience & Enterprise Manager
Line Manager:	Chapter Clerk-Executive Director
Job Purpose	This newly created, senior role is fundamental to the achievement of the Cathedral's strategic plan. The post holder will be responsible for initiating, developing and managing commercial activity, visitor services, learning and marketing to improve profitability and increase income.
Context:	Visitor Experience & Enterprise Manager leads the Visitor Experience & Enterprise team and is part of the Cathedral's senior management structure. All Cathedral employees are expected to work together to ensure that the Cathedral fulfills its mission.

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

Commercial

- Increase the net profitability of commercial activities.
- Develop partnerships to enhance commercial opportunities.
- Work with the board of Rochester Cathedral Enterprises Ltd to develop the Cathedral's retail and catering activities, responding with new initiatives where necessary.
- Collect, analyse and report on statistical information about the performance of the Cathedral's commercial activities.
- Continue to develop and deliver commercial hire and events strategies and work with the Development Officer to increase activity to grow this income stream.
- Develop new supplier relationships ensuring products reflect the Cathedral's diverse appeal to visitors.
- Oversee e-commerce activity, including web administration and developing content.

Visitor services

- Lead the development and delivery of the visitor experience, including setting customer service standards and ensuring they are achieved.
- Manage the Volunteer Managers and support these officers in developing and maintaining effective communication with volunteers, ensuring that volunteers are appropriately trained, briefed and provided with an on-going programme of learning and development.
- Ensure that the front of house teams contribute towards the Cathedral's aim of creating a culture of generous giving from its visitors.

Operations

- Maintain a prominent level of visibility in the Cathedral, giving clear direction, creating a coherent and effective operational approach, and ensuring that all staff and volunteers understand and support the trading remit and their contribution to it.
- Recruit, train and support staff within areas of responsibility.
- Contribute to disaster planning and implementation. Manage and maintain all IT systems and contracts within area of responsibility, including EPOS, digital ticketing system and ecommerce system, ensuring software and hardware is updated as required.

Learning

- Oversee the management of the educational visits team and support the Canon for Mission & Growth to ensure that the objectives of the Cathedral's Learning Strategy are being delivered efficiently and effectively and usefully contribute towards the Cathedral's overall mission.
- Ensure that Learning services usefully contribute to the Cathedral's income.
- Oversee the development of the Cathedral's programmes of exhibitions and events.

Marketing and Communications

- Work with the Chapter Clerk-Executive Director to develop, update and implement the Cathedral's marketing & communications strategy to raise profile and maximise visitor numbers.
- Oversee the work of staff members and volunteers occasionally employed in marketing and promotional activities.
- Oversee promotional activity and the production and distribution of material in line with the agreed strategy.
- Oversee the use and development of press and media lists and the implementation of the Press and Media strategy and action plan.
- Oversee maintenance and continued development of website content, in consultation with relevant colleagues, related to the Cathedral's services, public programme and other initiatives.
- Oversee production and distribution of e-newsletters and associated database and reciprocal marketing partnerships.
- Oversee 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).
- Represent the Cathedral as requested by Chapter on marketing matters with relevant networks and partners including the diocese, Medway Council and Visit Kent.

Other:

- Work with the Chapter Clerk-Executive Director to set income targets and expenditure budgets for all areas of responsibility. Manage and report on allocated budgets and ensure that income targets are met.
- Attend meetings of the Cathedral's Management Committee.
- Provide reports to the Dean and Chapter when requested and attend Chapter meetings as required.
- Cover basic essential duties in the absence of other staff as directed by the Chapter Clerk-Executive Director.
- Ensure that the highest standards of professional performance are maintained
- Promote equal opportunities and diversity in the work of the team
- 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
- To attend meetings of sub committees and other groups as appropriate including; Rochester Cathedral Enterprises Ltd., Finance Committee, Health and Safety Committee.
- Any other reasonable duties and responsibilities as may be required by the Chapter Clerk-Executive Director.

Person Specification

	Essential / Desirable
<p>Values</p> <ul style="list-style-type: none"> • Understanding of and enthusiasm for the Cathedral's overall mission and the ability to engender enthusiasm and commitment in others. • In sympathy with the Christian faith. 	<p>Essential</p> <p>Essential</p>
<p>Education & Training</p> <ul style="list-style-type: none"> • Education to degree level or equivalent. 	<p>Essential</p>
<p>Knowledge & Experience</p> <ul style="list-style-type: none"> • Substantial experience of leading successful commercial and visitor operations in a similar environment. • Strong commercial acumen and a successful track record of developing successful strategies and driving sustained financial growth. • Keen financial awareness and experience of budget management. • Marketing knowledge and experience in the heritage, cultural or tourism sector. • Excellent organisational and time management skills, as well as meticulous attention to detail. • Excellent IT skills including Microsoft Office, EPOS systems, Digital ticketing systems and e-commerce systems. • Experience in using digital and social media and enthusiasm to embrace modern technology and champion its use throughout the organisation. • Experience of working in the cultural, ecclesiastical and/or charitable sector. • Experience of working with volunteers. 	<p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Desirable</p> <p>Desirable</p>
<p>Competencies</p> <ul style="list-style-type: none"> • Clear thinker, able to prioritise, problem-solve and find creative solutions. • Proven leadership skills and excellent people management skills. • Excellent copywriting and proof-reading skills. • Commitment to ensuring the Cathedral's safeguarding policies and procedures are understood by the Visitor Experience & Enterprise team and a willingness to undergo regular training in this area. • Excellent interpersonal and communication skills and the ability to lead and work collaboratively in an approachable and constructive manner. • Willingness to work flexibly, including evenings, weekends and public holidays as required. 	<p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p>

Our History

The Cathedral was founded in 604 and is the second oldest Cathedral in England. Much of the current building is Norman and the earliest parts were built by Bishop Gundulf (who was also responsible for the construction of Rochester Castle and the White Tower of London) in the late 11th century. After a serious fire in 1137, it 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 1400th 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 £6.8million development, which was funded with the generous support of the Heritage Lottery Fund, was completed in 2017.

The Cathedral is home to *Textus Roffensis* (the Book of Rochester). Compiled in Rochester around 1120 *Textus* contains English laws going back to the 7th 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 of three Residentiary Canons, one of whom also has a role in the Diocese, and three Lay Canons who were recruited for their skills and expertise in specific areas of Cathedral life. The Chapter Clerk-Executive Director 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) and these show that the Cathedral has a general income in excess of £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.

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.

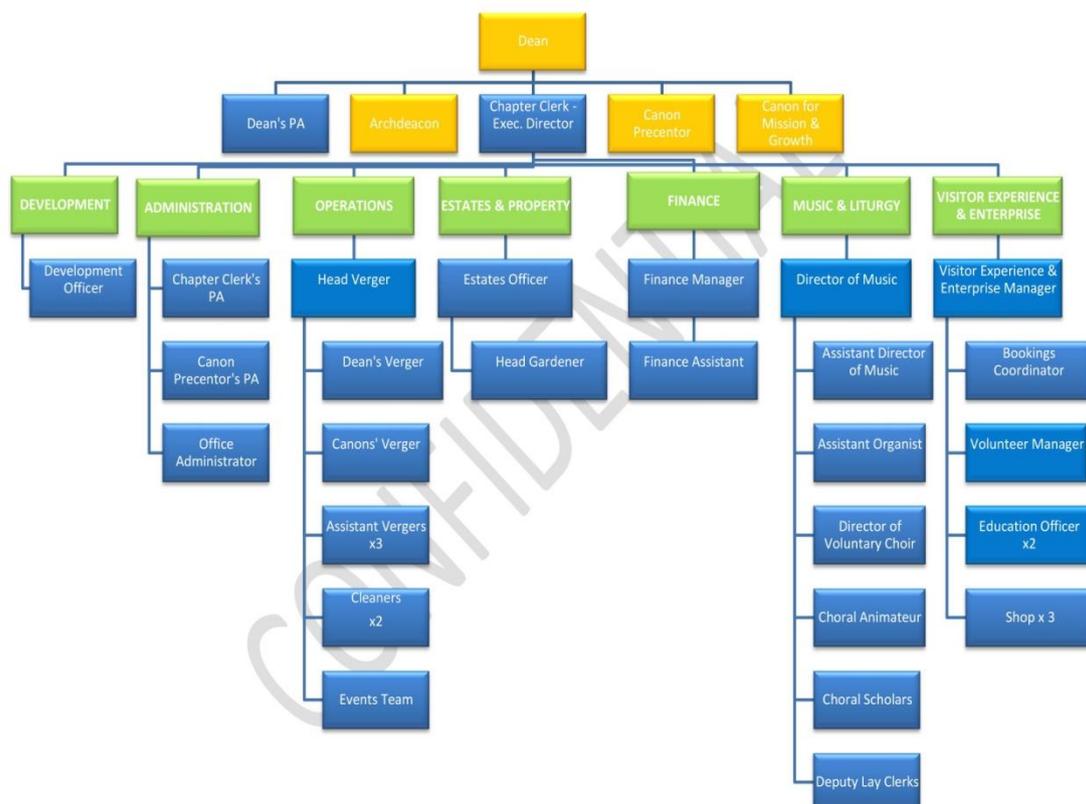
In 2015, we introduced more prominent offertory boxes and this has increased our gift income by about 40%. As a free to enter Cathedral, we aim to encourage visitor giving but this is currently still very low.

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.

ROCHESTER CATHEDRAL STAFFING STRUCTURE – October 2017



The 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, which is a full-time job share post within the Visitor Experience & Enterprise team.

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; twenty 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 was recently heard in Choral Evensong on BBC Radio 3 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 spirit. 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 £1million.

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 2016.

The Rochester Cathedral Enterprise Company (RCE) is the commercial organisation established by the Cathedral to run its retail and catering operations. For many years RCE operated a Tea Rooms in The College, a grand 17th century building in the Cathedral's precinct. Sadly, after a sustained period of deficient performance the Tea Rooms closed in May 2017. It is our aspiration that RCE introduce a new, simpler, volunteer-based catering operation into the Crypt.

RCE is also responsible for the Cathedral's retail operation. Our shop is currently in the North Transept immediately by one of the two main visitor entrances. It stocks a wide range of publications, souvenirs and faith-based products. Currently the retail operation is the responsibility of the Finance Manager. He will relinquish this role upon the appointment of the Visitor Services & Enterprise Manager. 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.

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 development of the Cathedral's offer in this area.

Marketing activity is currently shared by several members of the Cathedral's team but, at present, no one person has overall responsibility for marketing and promotion. In anticipation of the appointment of the Visitor Experience & Enterprise Manager the Cathedral's small marketing budget has been increased from £2,500 in 2017 to £15,000 in 2018.

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 20th November 2017.

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

They should be returned, by email only, to theresa.buckland@rochestercathedral.org.

Interviews will be held on 30th November.

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 Simon Lace, Chapter Clerk – Executive Director on 01634 810060.

