

NORWICH CATHEDRAL

'A Christian presence at the heart of Norfolk'

**An invitation for a new Trustee/Non- Executive Member of Chapter
with particular skills and commercial experience in
heritage/tourism/the arts.
Candidate Information Pack**



November 2024



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Dear Applicant

Vacancy: Trustee/Non-Executive Member of Chapter

Thank you for your interest in becoming a Non-Executive Member of Chapter at Norwich Cathedral. Welcoming over 600,000 visitors and pilgrims each year, Norwich Cathedral is a place of Christian worship, learning and hospitality. A living church, it seeks to serve its city, county and diocese. It is privileged to have a national reputation as a place of art, architecture, music and education.

With plans to embark on a programme of activities to engage more visitors and pilgrims, the Cathedral is particularly looking for someone who has skills and commercial experience in heritage/tourism/the arts. A good grounding in charity governance, strategic and financial planning or senior management would also add to the Chapter's overall mix of skills.

Members of Chapter share with the Dean in the oversight of the Cathedral's life. They have a particular and invaluable role in shaping the strategic direction of the Cathedral and ensuring it has the ability to fulfil its role and purpose. Candidates must therefore be able to demonstrate a commitment to the Christian life and ethos of the Cathedral.

I hope that you will find the information in this pack helpful as you consider the opportunities to serve the life of Norwich Cathedral.

The closing date for receipt of Expressions of Interest for the role of Trustee/Non-Executive Member of Chapter is Friday 6 December 2024.

We very much look forward to hearing from you.

With best wishes

The Very Reverend Dr Andrew Braddock
Dean of Norwich

Purpose of this Document:

This document is designed to give those interested in becoming a Non-Executive Member of Chapter an insight into what is special about the Cathedral. It also briefly describes the requirements of the role in terms of governance and stewardship, and sets out the committees which contribute to the management and organisation of the Cathedral. Lastly, it aims to articulate what is similar to other Trustee/Non-Executive roles and what is different.

An Introduction to Norwich Cathedral:

Founded in 1096 as the seat of the Bishop of Norwich, the Cathedral is the mother church for the Diocese of Norwich. For its first 450 years the Cathedral stood at the heart of a Benedictine monastery. The Cathedral was re-founded by Henry VIII in 1538 when the monastery was dissolved. The Cathedral Chapter is the governing body for the foundation, overseeing and stewarding its life today.

The Cathedral is the seat of the Bishop and the Mother Church of the Diocese. It maintains a daily pattern of corporate prayer and worship, and shares with the parishes of the Diocese in every aspect of the mission of Christ and of the Church's vocation. The Cathedral is the focus for the Bishop's ministry and a home of education, music, art and science, where hospitality is extended to people of all ages in the name of Almighty God.

Cathedral Purpose and Strategic Priorities:

In July 2023 the Cathedral Chapter reaffirmed the Cathedral's vocation to be:

- A place where all are welcome
- A place to share learning
- A place to grow in holiness
- A place to serve others

In living out this vocation, Chapter agreed three strategic priorities for the Cathedral:

- **Growing Faith:** enabling all who share in the Cathedral's life to deepen their encounter with the Gospel of Christ in prayer, worship and daily life.
- **Engaging Visitors:** growing visitor and pilgrim numbers, enabling all who come to be inspired by Norwich Cathedral and engage with it as a place of worship, learning and hospitality.
- **Serving Communities:** using the Cathedral's strengths and partnerships to serve the common good, challenge social and environmental injustice, and inspire communities across Norwich, Norfolk and Waveney.

The Special Character of the Cathedral:

There are a number of elements that mark out the special character and identity of the Cathedral and the estate in which it sits:

- The Cathedral is a place of welcome and wonder, its ability to embrace, console and challenge those who come.
- The Cathedral, including its spire, as an icon of the city and county, creating a sense of identity for Norwich and Norfolk, and contributing to place-making.
- Norwich Cathedral is one of the region's most visited places. We are unusual in not charging an entrance fee although we do ask for donations.
- A place that, because of its scale, character and role in the city, county and diocese, can convene and draw people together.

- A place that forms a key part of the daily rhythm of life for Norwich School pupils and staff as well as other schools who visit as part of the educational programme offered by the Cathedral.
- An extensive Close with over 120 properties. Rental from the properties is our main source of income. The Close provides a green lung in the heart of the city, a sense of sanctuary, and the opportunity to slow down, pause and reflect, thereby enhancing people's wellbeing.
- A place rich in history and stories, with many different points of connection for those who are drawn here. The Cathedral is fortunate to have upwards of 400 volunteers and 55 staff (full and part-time) who support the daily work.
- A place of worship, with core worshipping community numbers over 300 people, and several thousand worshippers joining the Cathedral, both in person and online, at Christmas, Easter and on other special occasions.
- As a place of learning, service and hospitality, built on its Benedictine heritage, it can provide old and tested wisdom for contemporary living.
- A remarkable collection of historic, vernacular buildings alongside the Cathedral church itself.
- Home to one of the oldest libraries in the county and significant works of religious art, including the Despenser reredos.
- The largest collection of medieval roof bosses anywhere in the world.
- A vibrant liturgical, musical, artistic and educational life of national standing.



Governance and Stewardship:

Norwich, like all English Cathedrals, is now governed under the auspices of The Cathedrals Measure 2021. This means that each Cathedral operates as an independent charity governed by the rules and regulations of The Charity Commission. Together, the Dean and Chapter form the governing body of the Cathedral. This, in other contexts, would be called The Board of Trustees. Members of Chapter are collectively responsible for the good governance and stewardship of the organisation, having in mind the longer-term question "*what does the future ask of us*" and "*what must we pay attention to now*"? Chapter thus defines and approves strategy, sets policy, key objectives, and the annual budget. It monitors performance and oversees the affairs and administration of the Cathedral. The Cathedrals Measure 2021 requires Non-Executive Members of Chapter to always be in the majority. For us in Norwich,

this means six Non-Executive Members of Chapter and four Executive Members. The four Executive Members of Chapter are the Dean and three Residentiary Canons (Precentor, Mission and Pastoral Care and Librarian). The Chapter is chaired by the Dean.

On an operational level the Senior Management Team (SMT) meets once a month and consists of the Dean, Executive Members of Chapter, the Chapter Steward (the Chief Operating Officer and Chief Financial Officer) and Heads of Department. This group manages and reviews the ongoing operations of the Cathedral.

The Chapter is assisted in its management by a number of Statutory Committees which report to the Chapter in an advisory capacity (some via the Senior Management Team) and make recommendations. The membership of these Committees is outlined in the Cathedral's Constitution and Statutes. Each of the Statutory and Advisory Committees have their own Terms of Reference. Statutory Committees are chaired by a Non-Executive Member of Chapter or an independent expert as is the case for the Safeguarding Committee and the Audit and Risk Committee. The Advisory Committees are chaired by the Executive Chapter Member whose department they advise.

The College of Canons, as an honorary body, receives and considers the annual report and audited accounts, and takes an interest in the life of the Cathedral, particularly in the wider context of the Diocese of Norwich.

Further information is contained in the following resources:

- The list of current members of Chapter, further details of the Cathedral's work and our most recent audited accounts are available on our website: <https://cathedral.org.uk/>
- The Cathedrals Measure 2021. Available at: <https://www.legislation.gov.uk/ukcm/2021/2/enacted>
- The Charity Commission Guidance. Available at: <https://www.gov.uk/guidance/charity-commission-guidance>

And advisory guidance:

- The Association of English Cathedrals Governance Code 2021. Available at: www.englishcathedrals.co.uk/wp-content/uploads/2021/05/cathedral-governance-code.pdf

Similarities and Differences with Other Non-Executive Roles:

Whilst recognising the risk of generalising, we thought it would be helpful to identify some of the specific similarities and enjoyments that those of us who are already Non-Executives of Chapter have noticed, alongside the differences.

Similarities: the role of being a Non-Executive Member of Chapter is akin to being a Trustee or a Non-Executive of any other Charity, in the sense of being a critical friend to those leading the organisation as Executives. Chapter Members operate according to the Nolan principles; reading and critiquing papers, getting to know staff, and understanding the core purpose of the organisation, offering ideas and encouragement. One of the current Non-Executive Members is fond of saying "*eyes in but hands out!*"

Differences: As a member of Chapter you are not only the Trustee of a Charity, but also share in Chapter's role supporting the Dean in overseeing the life of a Church. To reflect this, Non-Executive Members are also invited to become Honorary Lay Canons of the Cathedral, and are licensed to this role by the Bishop in a special service. From then onwards Non-Executive Members are part of the historic Cathedral Foundation which includes an entitlement to robe and join processions at specified services during their term of office. Chapter meetings are preceded by a service of Holy Communion and then breakfast, with Chapter members invited to attend if they wish. Chapter members are also invited to a range of wonderful musical and arts events hosted in the Cathedral by the Dean and Chapter.

Time Commitment:

Chapter meets in person six times a year. Four of those meetings are for half a day (and usually on the first Monday of the month). There is also a one day "away day" in July and a residential in January (three days). In addition, most Non-Executive Members of Chapter Chair one of the committees and may serve on other Cathedral committees. Candidates will be able to commit the time needed to fulfil the role of a Non-Executive Trustee and to engage with the life of the Cathedral. It is expected that candidates will continue to be active members of their own churches if they are not worshipping regularly at the Cathedral.

Remuneration:

The position is not remunerated but agreed out of pocket expenses will be reimbursed (in line with Dean and Chapter Policy).

Role Description and Person Specification:

The Nominations Committee, acting on behalf of the Dean and Chapter, is currently looking for a new Non-Executive Member of Chapter. With plans to embark on a programme of activities to engage more visitors and pilgrims, we are particularly looking for someone who has skills and commercial experience in heritage/tourism/the arts.

Role and Duties of the Non-Executive Chapter Members:

Members of Chapter are also Trustees of the registered charity, Norwich Cathedral (Charity Number 1201015). Members/Advisors of Chapter Committees are there to support the Trustees in the running of the Cathedral and the fulfillment of their duties as Trustees. The Charity Commission summarise these duties as follows:

A Trustee must:

- Make sure you are eligible to be a Charity Trustee, which requires that:
 - You must be over the age of 16
 - You must not be disqualified from being a Charity Trustee under the Charities Act 2011
 - You must not be included on a barred list
 - You must not have been convicted of an offence mentioned in Schedule 1 of the Children and Young Persons Act 1933
- Ensure the Cathedral is carrying out its purposes for the public benefit
- Comply with the Cathedral's governing document and the law, and support the Dean and Chapter in its mission and ministry
- Act in the Cathedral's best interests, within the Cathedral's Christian mission and ethos
- Manage the Charity's resources responsibly
- Act with reasonable care and skill, adhering to the Cathedral's Safeguarding Policy, attending relevant training as directed, and adhere to the Committee Members Policy contained in the Committee Members Handbook
- Ensure the Charity is accountable

Further details are available from:

- Charity Commission Guidance "The Essential Trustee: What You Need to Know, What You Need to Do". Available at:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/866947/CC3_feb20.pdf

Person Specification:

- Commitment to, and full sympathy with, the vision and mission of the Cathedral, including a commitment to praying for the life of the Cathedral.
- Experience in the fields of tourism, visitor engagement and/or the arts and events.
- Imaginative and creative, able to contribute to the development and effective implementation of our mission and strategies.
- Experience as an Executive or Non-Executive Trustee.
- Strong interpersonal and communication skills, able to engage with people from a wide range of backgrounds, and a constructive participant in discussions.
- Team player, respecting the collective nature of decisions made and able to honour confidentiality.

- Analytical skills, able to understand and digest written reports and data to inform discussions and decisions.
- You must be either a communicant in the Church of England or a communicant member of a church which is not in communion with the Church of England but subscribes to the doctrine of the Holy Trinity.
- The post is exempt under paragraph 3 of schedule 9 of the Equality Act 2010. Candidates may be ordained or lay, but may not be employees of the Cathedral.

Equal Opportunities:

The Cathedral values and actively strives to have a diverse and inclusive workforce in an environment free from discrimination.

Safeguarding:

Norwich Cathedral is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults, and all applicants must be willing to undergo the necessary checks and training, including completion of a Confidential Declaration Form and a Disclosure and Barring Service application (DBS check).

Timeline and How to Apply for this Vacancy:

Please supply a copy of your most recent CV and brief letter (Expression of Interest) of no more than 500 words explaining why you are interested in this position and describing the skills and experience you would bring to the role.

These documents should be posted: c/o Susan Bulpitt, Executive Assistant, The Chapter Office, 65 The Close, Norwich, NR1 4DH or by email to recruitment@cathedral.org.uk

The closing date for receipt of Expressions of Interest is noon on Friday 6 December 2024.

We hope the process outlined below will provide the opportunity for you to get to know and understand us, as well as allowing us to explore what you could contribute to the life and work of the Cathedral.

Once we have reviewed the Expressions of Interest, each candidate with the skills and experience matching the requirements will be invited for an informal conversation with the Dean and one of the existing Non Executive Members. Our intention is to help candidates understand more about the role and The Cathedral. There would then be further conversations of a more formal nature with other members of Chapter, assuming both parties wish to proceed.

- Your Expression of Interest should explain how your skills and experience match the requirements of the role as set out in the Role Description and Person Specification.
- All Expressions of Interest will be reviewed and shortlisted by a panel made up of the Dean and an Executive and a Non-Executive Chapter Member. The shortlisted names will also be shared with the Bishop of Norwich to seek his views.
- Short-listed candidates will be invited to come to the Cathedral to meet key individuals and familiarise themselves with our work.
- Should short-listed candidates then wish to continue the process, there may be a more formal interview.
- A recommendation concerning appointments will be made to Chapter.

- Following the receipt of satisfactory references and safeguarding checks, the successful candidate will be appointed as a member of Chapter, and an induction process will be arranged.
- It is the custom of the Cathedral that the Bishop of Norwich, after consultation with the Dean, may invite members of Chapter to also become Honorary Canons and members of the Cathedral Foundation.

Please note that your personal information will be processed in accordance with GDPR requirements. We will, of course, respect the privacy of any conversations or Expressions of Interest regarding this post, whether formal or informal.

If you have further questions please do not hesitate to be in touch via Susan Bulpitt (address as above).