

# Chief Operating Officer



Information Pack | September 2018

## Introduction

*Welcome from Bishop Philip Egan, Chair of Trustees of Portsmouth Diocesan Trust*



Thank you for your interest in the position of Chief Operating Officer for the Catholic Diocese of Portsmouth.

The mission of our Diocese of Portsmouth is to bring people closer to Jesus Christ through His Church. The key objective is help all members of the Diocese - clergy, religious and laity - to grow in holiness, in imitation of Jesus Christ. Consequently, the Diocese is committed to reaching out to everyone in the community with the Gospel, to being totally dependent on the Holy Spirit, to deepening the faith of all Catholics, and to helping all its institutions and structures become more outward-looking in order to serve the community around, especially the poor and needy.

The Diocese has a special focus on forming young people in the Gospel, in helping everyone discern their God-given vocation and in using its resources prudently but creatively in service of its mission.

The Chief Operating Officer will be responsible for the entire business function of the Roman Catholic Diocese of Portsmouth Trust ("The Charity") to deliver the Bishop's Vision, working closely with the Trustees of the Charity and the Chairs of each of the Vicariates to develop processes by which their respective strategies are implemented.

The person we seek will be committed to the mission of the Catholic Church, ideally with a passion for the new evangelisation.

This appointment is extremely significant for the life of the Diocese and is part of an ongoing process to increase the involvement of professional leaders in supporting parish priests and the people of our parish and school communities.

You will be a collaborative leader who can combine strategic planning with practical implementation. You will have a proven track record in senior management in a major multi-site organisation and experience of the charity sector. You will have the ability to drive through change where required, but with a sensitive appreciation that the Catholic Church is a longstanding institution whose values are paramount. You will work through the existing team of professional support staff, helping our leaders to develop policies and procedures to cope with the fast changing nature of the social and legislative environment in which the Charity operates. You will proactively contribute to the growth of the Church in terms of its development of structures and practices to encourage and support its work both in parishes and in the various agencies operating within the Diocese.

Thank you again for your interest.

Bishop Philip Egan  
**Chair of Trustees – Portsmouth Diocesan Trust**



## Inspirational Reading

The new COO will ideally be a person with a passion for the new evangelisation. The following describes aspects of what this might mean.

- G. Weigel: “Evangelical Catholicism” (New York, Basics: 2013) - especially Chapters One to Four
- S. Weddell “Forming Intentional Disciples” (Huntington, Our Sunday Visitor: 2012) - especially Chapter One
- J. Mallon “Divine Renovation” (New London, Twenty Third: 2014) - especially pp. 9-26
- C. Martin “Making Missionary Disciples” (Genesee, FOCUS: 2018)

## Overview

The Roman Catholic Church is the largest organisation in the world, with 1.3 billion members. It is divided into Dioceses, each overseen by a Bishop in communion with the Bishop of Rome, the Pope. The Church and its Dioceses is governed internally by its canon law. Each Diocese must comply with canon law. It must also comply with the civil legislation of the nation in which it operates. Thus in Britain, the Church works within canon law and within the laws relating to charities. The day to day operation of a Diocese is one thing, but there will be times when complex interactions arise between the demands of canon law and the demands of civil law and how best to meet them.

There are 22 Dioceses in England and Wales. Each Diocese is an autonomous unit and all have a separate legal identity. Each Diocese under its Bishop is responsible for the management of its own affairs. However, there is also a Bishops’ Conference for England and Wales. At times, this makes policy decisions for the whole Church throughout England and Wales. There are also annual meetings of the Senior Executives of the various Dioceses to enable collaboration on policies and responses to particular circumstances, such as changes in Charity or Employment Law.

The Diocese of Portsmouth was created on 19 May 1882 and comprises the areas covered by the original administrative counties of Hampshire and Berkshire. This area was originally part of the Archdiocese of Southwark. The Diocese now comprises an area bounded by a line from Bournemouth in the west, north as far as the outskirts of Oxford, then following the south bank of the River Thames eastwards through Reading and Maidenhead to Windsor before turning south through Sandhurst and Aldershot to Havant, together with the Isle of Wight and the Channel Islands. The Diocese is divided into 91 parishes. Each is a ‘juridical person,’ that is, each parish is established and operates under the Church’s Code of Canon Law which bestows on them individual canonical status. On the other hand, the Diocese has extensive ‘Diocesan Operating Procedures’ which have the force of canon law and which govern areas of parish life, activity and operation.

The Charity is governed by the Trustees, with the Bishop as their Chair. The Trustees meet on a regular basis to further the mission of the Church in the Diocese, including attending to the financial, property, legal and administrative affairs of the Diocese. In accordance with Canon Law, a Diocesan Finance Council must be established. It consists of the same persons as the Trustees and meets at the same time as the Trustees.



The area of the Diocese of Portsmouth is 6,339 km<sup>2</sup> (2,447 sq Miles) and has a total population (as at 2017) of 3,129,000. Its estimated Catholic population is 235,000. There are 128 diocesan priests, with a further 86 from religious orders, congregations and societies. There are also 31 permanent deacons serving in the parishes, plus 101 professed religious men and 255 professed religious women. There are also 76 Catholic schools. These comprise 53 aided and grant maintained schools of which 46 are primary/middle schools, and 7 are secondary schools. There are also 23 independent schools. On 1<sup>st</sup> September 2013, following the recommendations of a review group established by the Trustees in 2011, a new internal Diocesan structure became effective. The most important aspects of this structure, explained more fully below, are as follows:

- The Curia was reorganised in 2014 into a 'Framework for Collaboration,' with three vicariates: that for Vocation, leading to that for Education, leading to that for Evangelisation. The vicariates represent the three dynamically interrelated strands of Christian discipleship - called, formed and sent - and are theologically grounded in the threefold ministry of the Bishop who acts in the name of Our Lord Jesus Christ as priest, prophet and king;
- Each Vicariate is headed by an Episcopal Vicar, who, together with the two Vicars General, are the sole members of the Bishop's Council, all of whom are appointed Trustees;
- Each Vicariate has two departments, that for Vocation having those for Vocation and Clergy, that for Education having those for Schools and Educational Chaplaincies, and that for Evangelisation having those for Administration and New Evangelisation;
- There are three Trustees' committees, corresponding to the three vicariates, each chaired by the Episcopal Vicar for that vicariate
- The Living our Faith Committee (formerly the Living our Faith Impact Committee) operates according to the aims and objectives of the Living Our Faith campaign that was held between 2008 and 2012;
- There is also a Portsmouth Roman Catholic Diocese Priests Retirement Fund which is overseen by the Priests Retirement Fund Management Board and this is a separate charity;
- The Safeguarding Commission, the Chancery and the Tribunal operate independently of the Framework

#### Trustees

- Bishop Philip Egan (Chairman)
- Rev Mr Gerard Dailly
- Rev Canon Michael Dennehy
- Mr Michael Elks
- Mgr. Jeremy Garratt
- Rev Fr Mark Hogan
- Mrs Alison Humphreys
- Mrs Sue Masser
- Mr Martin McCloskey
- Dr Anthony Murphy
- Mr Alan Sendall
- Rev Fr PJ Smith
- Rev Fr Simon Thomson
- Rev Canon Paul Townsend

### Key Management

As well as the Trustees, the key management personnel are considered to be:

- the two Vicars General (Canon Paul Townsend and Canon Michael Dennehy). Canon Michael Dennehy is also the Moderator of the Curia.
- The Episcopal Vicars for Vocation (Mgr. Jeremy Garratt), Education (Rev Fr PJ Smith) and Evangelisation (Rev Fr Mark Hogan)
- The Chief Operating Officer
- The Secretary to the Trustees
- The Communications Director
- The Heads of Department (who report to the Episcopal Vicars).

## Intentions for the Future

The Bishop and the Trustees remain mindful of the Church's call over the last three decades to move from what can be perceived as being an inward-looking organisation, seeking to preserve the status quo ('maintenance'), to one which looks outwards to bring the Good News of Jesus Christ to the society in which it lives ('mission'). The Bishop has a vision of transforming the Diocese into an evangelising diocese, with a missionary-minded approach, one of evangelistic Catholicism in which the object of all diocesan activities is, within the terms of the Diocese's charitable objects, to make Jesus Christ better known and better loved. This approach of new evangelisation involves, first, the re-evangelisation of Christians who have become disconnected from their faith with a new ardour, new methods of evangelisation and new expressions of the Faith. It also means, secondly, reaching out to everyone in our society willing to listen, especially in service of the poor and needy, as well as seeking to influence the various cultural sectors at every level. Continued discernment will ensure that the Diocese's renewed missionary-focused efforts reflect this intention of new evangelisation. This call of Christ to all women and men, and the vocation of lay people to holiness and mission in the midst of daily life is a central feature of the work of the Diocese. This demands a move from ingrained modes and habits of 'maintenance' to that of mission. It requires a radical reorientation of all our activities in the parishes and schools of the Diocese and the various teams within the diocesan 'Framework for Collaboration.'

## Job Description

**Job title:** Chief Operating Officer

**Reports to:** Moderator to the Curia

### Outline of Role

Lead the entire business function of the Roman Catholic Diocese of Portsmouth Trust (“The Charity”) to deliver the Bishop’s Vision. The Diocese includes 91 parishes, 53 schools and covers the area from Portsmouth to Windsor and from to Hungerford and Bournemouth and also includes the Channel Islands

The COO will work closely with the Trustees of the Charity to convert the Bishop’s Vision into a Strategy from which a Financial Strategy will be developed. Working closely with the Chairs of each of the Vicariates, the holder will need to develop processes by which their respective strategies are implemented.

The holder will provide leadership to all the staff that empowers them to identify the changes required to improve the efficiency of the business function thereby furthering the impact of the Bishop’s Vision in a cost-effective manner. The culture of the organization will need to be developed in order to measure the success of various initiatives such that best value can be identified.

The holder will support the Communications Director to develop communications across the administration of the diocese to create a more inclusive culture between the Diocesan organisation and the Parishes.

### Key Responsibilities

#### Strategic Oversight and Liaison

- Implement the Bishop’s Vision and Strategy through the employees of the Diocese
- Contribute to the development of strategies and policies to achieve the Mission of the Church and to ensure that implementation is efficient and effective.
- Support the work of the Board of Trustees and the sub committees of the Board.
- Assist in the development of the management structure – including the subcommittees of the Trustees to provide effective and efficient oversight of the work carried out by the Diocese and its operating entities.
- Develop and maintain close relationships with key personnel within the Diocese, Vicars General, Communications Director, Diocesan agencies (Education Services, Vocations Office, Caritas etc.), the Council of Deans, the Council of Priests, Deaneries and Parishes.
- Maintain appropriate links with Diocesan bankers, legal advisers, insurers, investment advisers.
- Liaise with associated Charities in the Diocese in achievement of the Church’s Mission.

#### General Management (through direct reports)

- Have responsibility and accountability for the real estate owned by the Charity through the real estate strategy set by the Trustees on a periodic basis, and ensure appropriate management of the existing property portfolio ensuring acquisitions, leases and disposals are planned and executed effectively and efficiently
- Have overall responsibility and accountability for the relationship between the Curia and the respective Parishes of the Diocese
- Ensure that the operations of the Charity comply with civil and Canon law.

- Implement all policies set out by the Trustees.
- Revitalise the organisational structure for the diocese
- Further the development of a reporting structure for the staff employed within the Vicariates for Vocation, Education and Evangelisation.
- Develop further the planning process for implementing the strategies of the Vicariates for Vocation, Education and Evangelisation.
- Implement the real estate strategy as developed by the Trustees
- Update business processes as necessary to comply with civil and Canon Law.
- Establish and maintain an effective system for recruitment, retention, management, training and development of staff to achieve the Trust's objectives.
- Develop the Trust's Communications function to enhance its dissemination of information both internally and externally, enhancing its capability to promote the Church and the Trust to the public and the media, ensuring that it is presented appropriately and professionally.
- Co-ordinate an income generation strategy to ensure sufficient funding is available for the Trust's operations and to ensure its long-term financial security.
- Ensure the development and support of the Trust's principle funding base (parishioners) and maintain good relationships with major funding bodies.
- Develop appropriate management procedures to ensure maintenance of functional and investment properties.
- Support the work of the Diocesan Education Service.
- Provide assistance to the other related Charities working in the Diocese where appropriate.

#### Financial Management

- Within the Budget set by the Trustees ensure spending is within the agreed limit
- Be a signatory to the bank accounts of the Charity
- Be a signatory to the Investment Funds of the Charity
- Establish a medium and long-term finance strategy for the Curia which sees the Curia having a balanced budget within [an agreed] number of years.
- Have overall responsibility and accountability finances of the Charity through the finance strategy set by the Trustees from the Diocesan Planning process
- Review and report on the overall financial health and sustainability of the Trust.
- Ensure systems are in place and are operating to correctly record and monitor income and expenditure both within Parishes and in Curial Departments.
- Ensure the appropriate management of Cash and Investment resources, developing appropriate reporting mechanisms.
- Develop the internal audit function to enhance the support provided to parishes.

#### Governance

- Work with the Chair to develop and ensure appropriate representation on the Board of Trustees and the continued engagement and involvement of all members.
- Work with the Chair to develop and implement appropriate recruitment, induction, support and training to enable trustees to fulfil their governance responsibilities.
- Report regularly to the Board of Trustees and its sub-committees on the Trust's progress and development.
- With the Senior Management Team develop organisational policies for approval by the Trustees.

- Work with the Trustees to ensure the organisation discharges its constitutional and legal obligations and meets the requirements of its regulatory body (the Charity Commission), ensuring adherence to the terms of the newly updated Trust Deed.
- Ensure that the Diocese complies with the statutory requirements of ecclesiastical and charity law and other legislation as appropriate including employment law, property and planning law, data protection and privacy laws, taxation regulations and fundraising guidelines.
- Review and maintain the Trust's Risk Register, identifying and classifying risks as appropriate and considering and implementing appropriate mitigation strategies.



### General

- Work with senior clergy to further the Mission of the Catholic Church in the Diocese.
- Work with the Diocesan Education Service to establish the appropriate form of support to be given to schools to ensure adequate oversight of their activities.
- Represent the Diocese in relation to all administrative and commercial matters.
- Liaise as appropriate with other Dioceses in the UK and overseas.
- Undertake such other reasonable duties and tasks as requested from time to time by the Bishop or the Trustees.
- Have overall responsibility and accountability for all employees of the Charity.



# Person Specification

## Part One

### Knowledge and Experience

- At least 5 years Board level experience, with significant responsibility for multi-disciplinary teams, performance management, premises, manpower planning, and with marketing or operational responsibilities
- Significant experience in managing a complex multi-site organisation.
- Significant experience of managing budgets and reporting on both operational and financial results.
- Experience of strategy development and implementation of change management.
- Experience of working with the charity sector as either an employee, Trustee, partner or volunteer.
- Experience in working with real estate including project development as well as sale & purchase
- Demonstrable experience of delivery of significant change management, including at least one major restructuring of processes and systems
- Prior experience as a Charity Trustee or Senior Manager in a significant Charity or not for profit organisation.
- Detailed experience of legal management, financial, human resources and/or property management.
- Experience of working in an international organisation working across multiple jurisdictions
- Good working knowledge and sympathy with the Catholic Church, its objectives, ethics and practices.
- Significant knowledge of UK financial, property, commercial, human resource, data protection and taxation regulations.
- Good understanding of IT and its use to support administration and improve effectiveness and efficiency.
- Exceptional leadership qualities, with the skills and experience to organise and chair large meetings with multi-professional/multiple stakeholder involvement;
- To demonstrate a commitment to continuously improving outcomes, and delivering the best value for money for the diocese;
- The ability to understand and analyse complex issues, drawing on a range of data and balancing competing priorities to make difficult decisions. The ability to recognise key influencers and the skills to engage and involve them
- General understanding of good governance and of the difference between governance and management
- Ability to instruct a legal team
- Working knowledge of regulations and legislation relating to UK based charities.

## Part Two

### Skills and Abilities

- Strong motivational and leadership skills, experience of working within a matrix management structure.
- Well-developed interpersonal skills and experience of working successfully with individuals of diverse ages, backgrounds and abilities.
- Self-motivated with a collaborative working style, able to work flexibly.
- Ability to work under pressure and meet deadlines.
- Strong character, able to make difficult decisions and “sell them” to colleagues.
- Emotional resilience.

## Part Three

### Personal Attributes, Values and Behaviours

- High level of commercial awareness and understanding, strong analytical skills and an ability to make decisions to balance financial pressures with the interest of the Diocese and the wider public interest.
- Capacity for strategic thinking, able to contribute to organisational objectives.
- Effective communicator, possessing the necessary advocacy and negotiating skills to secure the desired outcome from partnership working.
- A good understanding of the inter-relatedness of Finance, Performance and Quality
- To either have, or to be able to develop quickly, an understanding of the resource allocations and an appreciation of the accounting regime within which the diocese operates.
- A good understanding of the Catholic Church’s teaching on subsidiarity particularly with regard to the responsibility of parish priests and the life of parishes and the ways in which an efficient central administration can be adapted to support this.
- To work collaborating closely and directly with the Bishop as needed, and being available to advise and assist him outside usual hours
- Be able to travel – visiting 1-2 sites a week (expenses paid)
- A commitment to learning and personal development.
- Ability to work outside normal office hours (including weekends).
- Driving licence and own transport available for business use.
- Professional, calm and approachable.
- Committed, practising Christian in good standing with the Church.

# Terms and conditions of appointment

## Salary

This role attracts a remuneration package of up to remuneration package of up to £100,000 per annum (depending on relevant experience).

## Contract

This is a permanent, full-time appointment, working 35 hours a week.

## Location

St Edmund's House, Crispian Way, Portsmouth

## Annual leave

5 weeks per year.



## How to apply

To express an interest in this role and to be considered for it, please submit the following via the GatenbySanderson website:

- A full CV including details of two referees who we would be able to contact at shortlist stage;
- A supporting statement of no more than 3 pages (A4/font size 12) which addresses the **Part One** of the person specification. Please also clearly highlight your motivations for applying, the aspects of the job description and work of the Trust that particularly attract you to the post, how you will meet the challenges of the role and how you will contribute to our future.
- Details of your availability on the dates provided in the indicative timetable.

Please also ensure you have also completed and submitted the equal opportunities monitoring form provided on this site. The information on the form will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

### **The closing date for applications is Friday 1<sup>st</sup> February 2019.**

The How to Apply section of the website provides clear instructions for uploading your application successfully. If, however, you have any queries in relation to the application process, or you experience difficulties uploading your application, please do not hesitate to telephone the GatenbySanderson team on 020 7426 3982.

If you have any queries about any aspect of the appointment process, need additional information or wish to have an informal and confidential discussion, then our advising consultants at GatenbySanderson, Katy Giddens (020 7426 3973) or Mark Bate (0113 205 6288) will be pleased to take your call.

GatenbySanderson will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.

### Recruitment Timetable

<b>Closing date:</b>	1 <sup>st</sup> February 2019
<b>Preliminary interviews with GS:</b>	w/c 11 <sup>th</sup> February 2019
<b>Final interviews:</b>	4 <sup>th</sup> March 2019 & 15 <sup>th</sup> March 2019

<http://www.portsmouthdiocese.org.uk/>

