

SOUTHWARK

◆ CATHEDRAL ◆

Cathedral Architect – Southwark Cathedral Briefing Pack for Recruitment



INTRODUCTION

Southwark Cathedral is seeking to appoint a new Cathedral Architect to support and guide the Chapter in its care for, and development of, the fabric of the Cathedral Church, enabling it to fulfil its vision and support the Bishops and Diocese.

Our vision;

Making Space for Love with heart, mind, and soul

THE HEART

Southwark Cathedral will work to keep the heart healthy in London. This entails living and embodying our values, including, kindness, hospitality, justice, and community. It means prioritising support, partnership with, and encouragement of, charitable bodies and projects that keep vulnerable and overlooked people at the heart of our locality and society. Social justice is a non-negotiable commitment of our Christian faith.

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THE MIND

Southwark Cathedral will help people to live faithfully and think critically. This entails developing the learning ministry of the Cathedral with an educational programme. Primarily it needs to focus on Christian formation, of inviting people to grow in faith by questioning and studying together.

THE SOUL

Southwark Cathedral will be a school for the soul, with a decisive emphasis on attending to the quality of liturgy. To focus on the soul means taking our inner life seriously, ensuring there are opportunities to learn how to pray, to understand the liturgy better, to be attentive as to the real inclusivity of the liturgy and whether young people, for instance, or the disabled, are able to participate as God wants them to as his children.

Strategic Objectives

The objects of the Chapter are:

- (a) to advance the Christian religion in accordance with the faith and practice of the Church of England, in particular by furthering the mission of the Church of England;
- (b) to care for and conserve the fabric and structure of the Cathedral Church building; and
- (c) to advance any other charitable purposes which are ancillary to the furtherance of the purpose referred to in sub-paragraph (a) or (b).

We hope to appoint a Cathedral Architect who can support us in delivering our vision and objectives and who shares our values.

This appointment comes at an exciting time in the Cathedral's life. Very Rev'd Dr Mark Oakley was installed as Dean in December 2023 and we have recently recruited a new Chief Operating Officer and Chief Finance Officer, who will be in post by mid-September.

Our finances are becoming more sustainable and our visitor engagement programme is expanding. This is all alongside our flourishing commercial events business. The Chapter has started work on a refreshed strategy to pick up this new phase in the life of the Cathedral. This will provide the framework for delivery in many areas of the Cathedral's mission and work, including the role of the building itself. The successful candidate will understand the buildings in the context of the vision and be able to identify how it can develop to support this in the future, as well as understanding and preserving its significant heritage. The Cathedral is developing a Conservation Management Plan and this will be a vital foundation to any further plans, developments and improvements.

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Southwark Cathedral is set in an urban context on a very limited site in central London. Our buildings comprise the Cathedral itself as well as the office building and associated conference centre and music rooms. There is limited outdoor space, but this is of great value in such a tight precinct in the centre of a very busy area. We do not have a Cathedral close.

Southwark itself is a hugely diverse area with a rich history. It is a densely populated borough with a population of 314,000. Almost half of the community belongs to an ethnic minority, including the largest Black African population in the UK. Southwark is also an economically active borough with a thriving business sector. Despite pockets of deprivation, there are also affluent wards and notable development and regeneration projects.

PERSON SPECIFICATION

The person we are looking for will bring:

- Strong technical skill set with experience in the conservation and repair of historic buildings.
- Experience of church repairs and re-orderings.
- Professional conservation accreditation.
- An understanding of the liturgical, mission, and other purposes of the Cathedral.
- Imagination and creativity to find workable and affordable solutions

The Church of England is for everyone, and we want to reflect the diversity of the community the Church serves across the whole country. Therefore, while of course we welcome all applications from interested and suitably experienced people, we would particularly welcome applicants from UK Minority Ethnic Backgrounds.

PRIMARY RESPONSIBILITY

The buildings within the 'red line', specifically the Cathedral building and the various linked buildings including the café, conference rooms and Cathedral offices. The outdoor spaces of the front courtyard and the churchyard are also within the remit. The architect's responsibilities are generally limited to the Cathedral buildings themselves, but we may seek advice separately to support our other properties within the green line on an ad hoc basis. We anticipate input into any future masterplans for the uses of buildings within the green line as they impact on the Cathedral buildings directly.

The specific expectations of the role of Cathedral Architect, in accordance with the Care of Cathedral's Measure (2011), are listed in the "The Role and

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Duties of the Cathedral Architect” (links to both documents can be found in the Appendices).

A quinquennial inspection report must be completed within the first two years of appointment of a new Cathedral Architect

ACCOUNTABILITY

The Cathedral Architect reports to Chapter, and will be expected to do so formally once a year, providing a clear indication of what is to come as well as what has been delivered. The Cathedral Architect will also attend the Cathedral’s Fabric Advisory Committee (FAC), working closely with the FAC Chair.

The primary working relationships will be with the Head of Property as well as the Chief Operating Officer. Close liaison will also be needed with the Dean of Southwark (who takes the primary clergy interest in the building) and also with the Property Working Group.

MEETING ATTENDANCE

FAC meetings take place four times annually. Attendance is also required at internal Property planning meetings (four times annually) as well as for site meetings or other project specific purposes as required. Chapter attendance would usually be once a year. Permanent office accommodation is not provided at Southwark Cathedral but hot desk access, or (by appointment) a private meeting room can usually be made available.

CATHEDRAL TEAM

Southwark Cathedral has a small staff team (approximately 35 people, most not full time). The Cathedral Architect will work most closely with the Dean, COO and Head of Property. The Cathedral retains a Cathedral Archaeologist who advises prior to there being construction / digging on site. The candidate would be expected to be familiar with such work and to be supportive of it.

UPCOMING PROJECTS

Southwark Cathedral has a 7-year strategy plan with the Dean’s three priorities leading this: the Cathedral’s South West Entrance; the Re-ordering of the Harvard Chapel; entrance and perimeter signage to the Cathedral. This

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will be worked-into a masterplan for a HLF bid if the Cathedral chooses to embark on this strategy under the recent COO and CFO appointments.

The following projects are in progress:

1. Re-landscaping and re-opening the South West Entrance to the Cathedral. Section 106 monies are allocated for this project which is in the early stages of archaeological investigation and feasibility studies.
2. Re-ordering of the Harvard Chapel. This is driven by access requirements to the Cathedral's dedicated place for quiet reflection. The aim is to deliver an enclosed, accessible, heated space at all times that is independent to the Cathedral environment and its use. The ambition is to install the Cathedral's first ASHP to deliver under-floor heating in this space.
3. Signage and way-finding around the Cathedral. This project requires the Property Department to respond in two stages. An urgent first stage involves the commissioning of two notice boards that publicly announce the Cathedral's key operating details as well as forthcoming events, these are to be placed at both the East and West ends of the Cathedral externally and require planning permission. The second stage will involve a more comprehensive digital signage programme for the perimeter of the Cathedral. This is to be designed in-line with essential way-finding signage internally and externally that will be led by the Marketing and Communications Manager.
4. Return and re-presentation of the timber Medieval roof bosses. These form part of Southwark Cathedral's history and have recently been stabilised and conserved for return to the Cathedral nave for display. A new method of presentation and improved visitor engagement is required as part of a competitive response to a forthcoming Cathedral brief.
5. Remedial works to the bell frame. Following a refurbishment and re-hang of the bells in 2017, there remains unsatisfactory movement to the bell frame that needs to be reduced. CFCE permissions have been sought to explore the residual issues and an engineered solution will need to be designed and delivered.
6. Drainage in Humphrey's Yard. The unblocking, repair and widening of the underground Victorian drainage pipes is urgently required in a first stage of works. The second stage of works considers the increased volume of water run-off, additional drainage routes and a possible grey-water recycling system. CFCE permissions will be sought when disturbing new ground.
7. Re-presentation of the Architectural Chamber. This addresses some structural issues as well as on-going cleaning and maintenance concerns with a longer-term view for improved visitor engagement.

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8. Improvements to the Cathedral's wifi coverage and technical scope of the live-streaming provision that has a physical impact on the fabric in the nave.
9. Urgent issues identified in the last Quinquennial Inspection, including a large portion of the Health & Safety concerns.
10. Fabric upgrade to The Deanery. A detailed scope of works is being prepared for the urgent repairs and fabric upgrade to the 18th Century terrace house on Bankside. The works are likely to include replacement double-glazed heritage windows and conservatory.

Underlying all building related projects and integral in the decision-making and design process is the Cathedral's commitment to their journey towards Net Zero Carbon in 2030.

In the medium and long-term, the Cathedral is planning:

- Heating projects in the Cathedral, to include the replacement of the gas boilers and the installation of underfloor heating in the nave
- Full Building Management System to assist with the Cathedral's journey towards Net Zero Carbon in 2030
- A Conservation Housekeeping deep-cleaning routine to be instigated throughout the Cathedral
- Conservation programme of monuments and tombs
- Full LED-lighting scheme both externally and internally
- Review the provision and site of public WCs
- Review the use of the basement kitchen and scale of café area
- Re-design of Millennium Courtyard
- Refurbishment of Sims Building and better space-planning for Song School

OTHER KEY RELATIONSHIPS

As well as working closely with Cathedral staff, the new Cathedral Architect will need to work with the CFCE, amenity societies, Historic England, local authority planning department and other stakeholders as required as part of the Cathedral team. These relationships should be based on an understanding of the respective roles and priorities, and a willingness to consult and discuss early in project lifespans.

FEES

An annual retainer will be paid (applicants should quote for this). This is expected to cover:

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- Attendance at the meetings identified above and the production of any related reports;
- Ad hoc support, enquiries, telephone conversations and support, as well as short papers and reports and the early stage development of projects – some of which may not come to fruition. The retainer fee implies that work for Chapter is given priority and that Chapter and its officers may seek and receive advice without incurring fees;
- Expenses.

We anticipate the time commitment for the above to be an average of two days per month this should be the amount of activity covered by the retainer in the fee proposal.

Some reports and studies e.g. Quinquennial Inspection, or more substantial project scoping work, may fall beyond the retainer. Applicants are asked to indicate report(s) that might fall under this heading and provide indicative costs for them as well as an indicative rates for work outside the bounds of the retainer. If work is outside the retainer the Cathedral will welcome an approach where it is paid for on an hourly rate (following the approval of a fee proposal) where all parties are aware of costs.

We will expect applicants to set out a schedule of fees for ad hoc additional work as described above (including time charge rates for all practice staff), along with a proposal as to their approach for bigger and more developed projects (e.g. percentage-based fees etc). It would be useful for the selection panel to see example fees for different scale projects.

HANDOVER

If required there will be a period of handover (1 month) with the current Cathedral Architect during November 2024.

APPOINTMENT

The new Cathedral Architect will be appointed for an initial five-year term (including a 12-month probationary period). There will then be a reviewed every 5 years with an intended review point in year 8 if the architect is still in post.

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APPLICATION PROCESS

The full application pack including appendices listed is available on request from harriet.trim@southwark.anglican.org

To apply, applicants should write stating:

- why they are interested in the post of Cathedral Architect at Southwark Cathedral;
- the skills and experience they can bring;
- their philosophical approach to the care and conservation of ancient buildings and the task of Cathedral Architect, noting in particular the vision and context of Southwark Cathedral;
- how they would fulfil the criteria set out in this specification;
- A fee proposal to include the retainer costed for 2 days per month, your approach to additional reports, project work, ad hoc work and rates for others in the practice;
- An example of a Quinquennial Inspection report undertaken (of a church or cathedral);

Please include:

- a CV;
- information about your practice structure;
- relevant portfolio information;
- A case study of a project which involved intervention into a listed building
- Name and contact details of a referee;
- your approach to fees.

We are likely to receive a large number of submissions, so we would encourage you to be as concise and focussed as possible, ideally limited to ten sides of A4 (excluding the example QI).

These should be emailed to:

harriet.trim@southwark.anglican.org;

Should you wish to discuss the role, arrange a visit to the Cathedral or clarify any points in advance of applying, please contact Harriet Trim, Estates & Office Manager by email harriet.trim@southwark.anglican.org or by telephone on 020 7367 6701.

KEY DATES

The closing date is midday, Wednesday 25 September 2024
Shortlisted candidates will be notified on or by 1 October 2024

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Interviews, which will include a presentation, will take place in Southwark on Tuesday 8 October 2024

Please keep this day available as the panel will not re-convene.

At interview candidates will be asked to present for 20 minutes on how they would address a permanent solution to the temporary platform built in the tower crossing and access to the south choir aisle from the south transept. The accessibility report in the supporting documents highlights some of the issues. Since this report was issued the Cathedral have installed stone floor ramps between the nave aisles and the transept on each side. There are plans to provide access to the Harvard Chapel and to modify the ramp from the south choir aisle to the retrochoir. The Dean is keen to have all areas of the Cathedral accessible to everyone and this would complete a fully accessible route throughout. What are the key considerations and how would you plan to obtain the correct permissions for this work?

Following interview, the successful candidate will be appointed to start by 1 November 2024 to allow for that month as handover from the current architect. The appointment will be reviewed every five years, and is subject to a probationary period of 12 months.

APPENDICES

These are available on request from the Property team – email: harriet.trim@southwark.anglican.org

- Cathedral floor plan
- Map showing red line in the context of the wider Cathedral area
- Draft 7-year strategy document
- Southwark Cathedral accessibility report (2019)
- Southwark Cathedral Quinquennial Inspection Report 2022
- Southwark Cathedral Strategic Plan (currently awaiting revision in line with new Dean's mission and business plan)
- Southwark Cathedral Conservation Management Plan – is currently being produced in full. A draft CMP of the Harvard Chapel is available.

Please also see:

Care of Cathedrals Measure 2011

Cathedrals Measure 2021

CFCE document “The Role and Duties of the Cathedral Architect”