

# Project Manager

Information Pack June 2022

## Vicars' Close: A Medieval Street Singing Through the Centuries



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# Who We Are



Set in the medieval heart of this glorious city, Wells is the earliest English Cathedral built in the Gothic style. The Cathedral has an international reputation and is the recipient of several Tourism Excellence Awards. Known as England's most poetic Cathedral, Wells has deservedly gained an enviable reputation for its lovingly maintained Gothic architecture, its world class music, and its Ministry of Welcome to some 290,000 visitors each year as well as the 150,000 or so people, drawn from local, national and international audiences, who come to the Cathedral for services, concerts, lectures and a wide range of other special events and activities.

Situated on the edge of the Mendip Hills in the County of Somerset, Wells is one of England's most beautiful and compact cities. Its picturesque surroundings include a charming market square and high street, the Bishop's Palace and the magnificent Vicars' Close, the UK's oldest medieval street still used for its original purpose.



Underpinning the life, worship and ministry of the Cathedral is a diverse organisation where a lot is achieved with modest resources. It oversees and delivers a broad and diverse tapestry of activities which includes a world class choir; a works and estates department, a team of virgers, a library and archives, a programme of education, learning and outreach, finance, HR and administration functions, volunteer management and trading companies. Funds to support the Cathedral as a place of worship and mission (involving maintaining our buildings, supporting those in liturgical roles, clergy, musicians and lay staff, and enabling the Cathedral buildings to be open to all every day of the year) come from a variety of sources. These include congregational giving, legacies, income from visitors, sums generated by trading activities, income from investments and property, donations from fundraising appeals by individuals, trusts and foundations, as well as through the generous support of the Friends of Wells Cathedral, the Wells Cathedral Trust, the Wells Cathedral Preservation Trust and the Wells Cathedral Chorister Trust.

## How we are governed

The Chapter is the governing body of the Cathedral and, with the College of Canons and the Cathedral Council, currently forms the "body corporate" of the Cathedral. The Chapter sets the strategic direction for the Cathedral and orders its worship and mission. It also has responsibility for care and maintenance for the Cathedral and its estate. By 29 April 2024, the Cathedral will become a charity regulated by the Charity Commission.

# About the Project



Vicars' Close was built over 650 years ago to house the Vicars Choral (the adult singers of the choir) and it has been continuously inhabited by their successors. Vicars' Close is unique, physically connected to Wells Cathedral and the most complete example of a medieval Close in the UK. It embodies an internationally renowned musical heritage.

A survey in 2013 showed the pressing need for conservation to every building in the Close, and that the condition of the buildings put them and the heritage they represent at risk of being lost. It became imperative to conserve Vicars' Close.

## The Vision

*Vicars' Close: A Medieval Street Singing Through the Ages* presents an opportunity to deliver an inspirational public experience of life through the last 650 years. Through careful restoration of two of the Close's properties, there is the chance to create innovative, immersive and engaging interpretation that gives visitors a glimpse into the homes and lives of the Vicars Choral, telling a compelling story of social history and musical heritage.

A public programme of activities and special tours will create new roles for volunteers and new experiences for groups and organisations that have never experienced the Cathedral before. We intend to work with forty new groups ranging from local schools to national charities such as Age UK.

Access will be created digitally and physically to the largely hidden spaces of the Vicars' Hall, Chapel and Treasury. Enhanced learning and participation opportunities will be available for schools both during and after our project. The complete archive of the Close and its residents running between 1348 and 1936 will also be explored and catalogued with its stories informing interpretation and exhibitions.

This project will develop partnerships across the City and County with community, educational, heritage and tourism partners. A coherent approach to heritage, heritage tourism and education will raise the profile of not only Vicars' Close as a heritage tourism attraction, but also the rich history and heritage of the wider City.

To make all of these aspirations possible, it will be essential to conserve the exteriors of the Vicars' Close properties to prevent further deterioration. The interpretation spaces are also intended to be ticketed to create revenue to reinvest in the longer-term maintenance and conservation of Vicars' Close.





## Benefits

This project will reach out to those in need in our county offering support for young people and families, the elderly and people living with disabilities and people in areas of high social isolation, digital poverty, low skilled employment and unemployment. New volunteers, internships and an apprenticeship scheme will create opportunities for people to find their way into or back into work. Project activities will give people the opportunity to learn new skills, find opportunities to enjoy and benefit from social company and where transport is a barrier, will help people get to Wells to experience all the City has to offer. The increased opportunity and activity will further Wells reputation as a heritage tourism destination, bringing more visitors to support the local and regional economy. The incredible architecture and the heritage that it represents will be saved. A ticketed interpretative experience will create a legacy to ensure the Close is conserved and maintained for future generations.

## Finance

The financial result for 2021 was a surplus of £761,569 before investment movements. The result is always skewed by restricted funds which are for specific, often one-off projects. For 2021 the surplus on restricted funds was £113,856. In addition, the 2021 result is further skewed by Covid-19 appeal fundraising of £79,207 and reserves top-up funding of £290,900. Excluding these one-off items, the financial result is a surplus of £277,606 before investment movements.

Given the Covid-19 restrictions which limited what we were able to do until May 2021 and the time it then took for consumer confidence to rebuild, the surplus of £277,606 excluding one-off items, is an exceptional result.

Securing the development phase funding for the Vicars Close project from the National Lottery Fund early in 2022, means that this initial part of the project to conserve and open-up the Close is fully funded and has a strong start. The Cathedral has a focused fundraising strategy to ensure that the £1.8m needed for the delivery phase is secured by the time of application.

The project is expected to cost around £5.4million. The development phase is being funded by the National Lottery Heritage Fund to £578,000. If the development phase is successful, an application will be made to the NLHF for the remaining £3.2million. We already have £0.4m in place towards match funding for the delivery phase.

# Job Description

**Post** Project Manager

**Key purpose of post** To take overall responsibility for the detailed work required to plan and design the Delivery Phase of *Vicars' Close: A Medieval Street Singing Through the Centuries*

**Location** Wells Cathedral, Cathedral Green, Wells, BA5 2UE

**Reporting to** The Chief Operating Officer

**Key Relationships** Clerk of the Works, Development Director, Financial Controller, and Governance Board

**Hours of work** 35 hours per week fixed term until 15th March 2024.  
Subject to review, successful completion of the Development Phase and successful Delivery phase application to the National Lottery Heritage Fund, the contract could be extended, by mutual consent, for up to a further four years to deliver the project.



# Main Duties and Responsibilities

- Responsible for the delivery of the Development Phase plan, ensuring that project milestones are met
- Manage the budget for the programme, monitoring expenditure and costs against delivered and realised benefits as the phase progresses and ensuring the required financial reporting is made to the National Lottery Heritage Fund
- Ensure the deliverables are to the appropriate level of quality, on time and within budget, in accordance with the plan and governance arrangements
- Manage the risks to the phase's successful outcome
- Report the progress of the phase at regular intervals to the Project Board
- Manage the Activity Plan and Evaluation, Interpretation Content Research and Interpretation Design Consultants
- Be part of the team that represents the public face of the project via presentations, consultation exercises, media coverage and other promotional activities
- Develop key relationships with other heritage organisations, and partners to optimise the reach and the impact of the project
- Develop the Delivery Phase Business Plan and work with the Cathedral's Development Director to write and submit the project's Delivery Phase application to the National Lottery Heritage Fund; with the support of the wider project team and external specialists
- Manage work delivered by contractors and relevant specialists to deliver design and cost reviews at both RIBA stages 2 and 3
- Liaise with the Cathedral's Clerk of the Works, who will project manage the capital work aspects of the project, to ensure coherence and consistency across all aspects of the project
- Develop a Management & Maintenance Plan in conjunction with the Clerk of the Works
- Any other reasonable tasks required to ensure the successful delivery of the Development Phase of the *Vicars' Close: A Medieval Street Singing Through the Centuries* project

# Person Specification

## Qualifications and Experience

- Essential*
- A proven track record in delivering significant capital projects in complex environments
  - Substantial experience in heritage, interpretation and engagement projects, working with listed buildings and projects that include the built environment and conservation
  - Understanding and use of the RIBA Plan of Work Methodology
  - Budget management experience and strong financial acumen
  - Experience of appointing and managing contractors
  - Experience of managing staff and volunteers
  - Experience of working at Board level, able to write reports and to respond to requests for management information and data
  - Significant experience of stakeholder and partnership working
- Desirable*
- Degree or equivalent in project management or other relevant discipline
  - Membership of a relevant professional body
  - Knowledge of Church structures and governance
  - Substantial experience of working with fundraisers and activity planners

## Skills and Abilities

- Essential*
- Proven ability to lead and manage multi-professional teams
  - Able to work collaboratively
  - Ability to exercise sound judgement and decision making, influencing key decision makers
  - Ability to build positive relationships with professional, church and lay people at all levels

## Work-related Personal Qualities

- Essential*
- Professional approach which generates credibility and confidence in others
  - Confident, self-motivated, proactive, positive and flexible in approach
  - Able to work well under pressure and to cope with ambiguity

# Main Terms and Conditions

**Hours of Work** 35 hours per week

**Duration** Fixed term until 15 March 2024. Subject to review, successful completion of the Development Phase and successful Delivery phase application to the National Lottery Heritage Fund, the contract could be extended by mutual consent for a further four years to deliver the project.

**Salary** £45,000 per annum subject to annual review, payable on 24th of the month, or the earliest and nearest working day thereto.

**Pension** Defined Contribution Scheme. Contributions as % of salary:

Age	Employee	Employer
<50	3%	5%
50-55	4%	8%
>55	5%	10%

**Holiday** Five working weeks inclusive of bank holidays. The holiday year runs from 1 January to 31 December.

**Discount** A discount of 10% is available from the Cathedral Shop and Café.

**Parking** A car parking space in the Cathedral car park is available.

**Expenses** All reasonable working expenses will be met in line with Cathedral policy.

**Professional Development** The Cathedral does consider applications to fund or part-fund appropriate professional qualifications and may pay the membership for a professional body, subject to specific agreement.

**Probation** This post will be subject to a probationary period of 6 months.

# Applications

**How to Apply** Applications must be received by **midnight** on **Sunday 3 July 2022**.

A completed [Application Form](#) and [Equal Opportunities Monitoring Form](#) should be returned to the Human Resources Administrator by email to **VCProject@wellscathedral.org.uk**, or by post to:

Wells Cathedral Offices,  
Chain Gate, Cathedral Green,  
Wells, Somerset.  
BA5 2UE

**Shortlisting** Short listing will take place on **Monday 4 July 2022**.

To ensure the fairness of the selection process, shortlisting will be based upon the information which you provide in your application and assumptions will not be made about your experience or skills. We will look for demonstrable evidence that you meet the criteria set out in the person specification. All applicants will be notified of the outcome of the shortlisting process.

**Selection Process** Interviews will take place in the Cathedral Offices, Wells on **Monday 11 July 2022**.

Further details regarding the selection process will be communicated at the time applicants are invited for interview. The appointment will be subject to satisfactory references.

**Queries** We hope you find this pack provides all the information you need in order to consider your application for this post. If, however, you have any further questions please email **VCProject@wellscathedral.org.uk** and we will arrange for the right person to speak to you.

# Safeguarding



Wells Cathedral is committed to the safeguarding and protection of children, young people, and adults. We will carefully select, train, and support all those with any responsibility within the Church, in line with Safer Recruitment principles.

This means that we will:

- Ensure that our recruitment and selection processes are inclusive, fair, consistent, and transparent;
- Take all reasonable steps to prevent those who might harm children or adults from taking up, in our Cathedral, positions of respect, responsibility, or authority where they are trusted by others; and
- Adhere to safer recruitment legislation, guidance, and standards.

Further information can be found in our Safeguarding Policy available on the Cathedral website: [wells cathedral.org.uk](http://wells cathedral.org.uk)

All applicants are required to complete a Confidential Declaration Form as part of our recruitment process. This form is strictly confidential and, except under compulsion of law, will be seen only by those involved in the recruitment/appointment process and, when appropriate, the nominated safeguarding lead or someone acting in a similar role/position. All forms will be kept securely in compliance with the General Data Protection Regulation within the Data Protection Act 2018.

A basic DBS check will be required for this role.

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