A photograph of Gloucester Cathedral, a large Gothic-style stone building with intricate carvings and a tall spire. The sky is blue with some light clouds. The text 'In tune with HEAVEN' is overlaid in white at the top. The text 'GLOUCESTER CATHEDRAL' is overlaid in large white letters across the middle. The text 'In touch with DAILY LIFE' is overlaid in white at the bottom. In the foreground, a woman in a blue dress and backpack is pushing a stroller, and two young girls are standing on a stone ledge.

In tune with
HEAVEN

GLOUCESTER CATHEDRAL

In touch with
DAILY LIFE

GLOUCESTER
CATHEDRAL

Dean of Gloucester
Cathedral Profile

www.gloucestercathedral.org.uk

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Welcome!

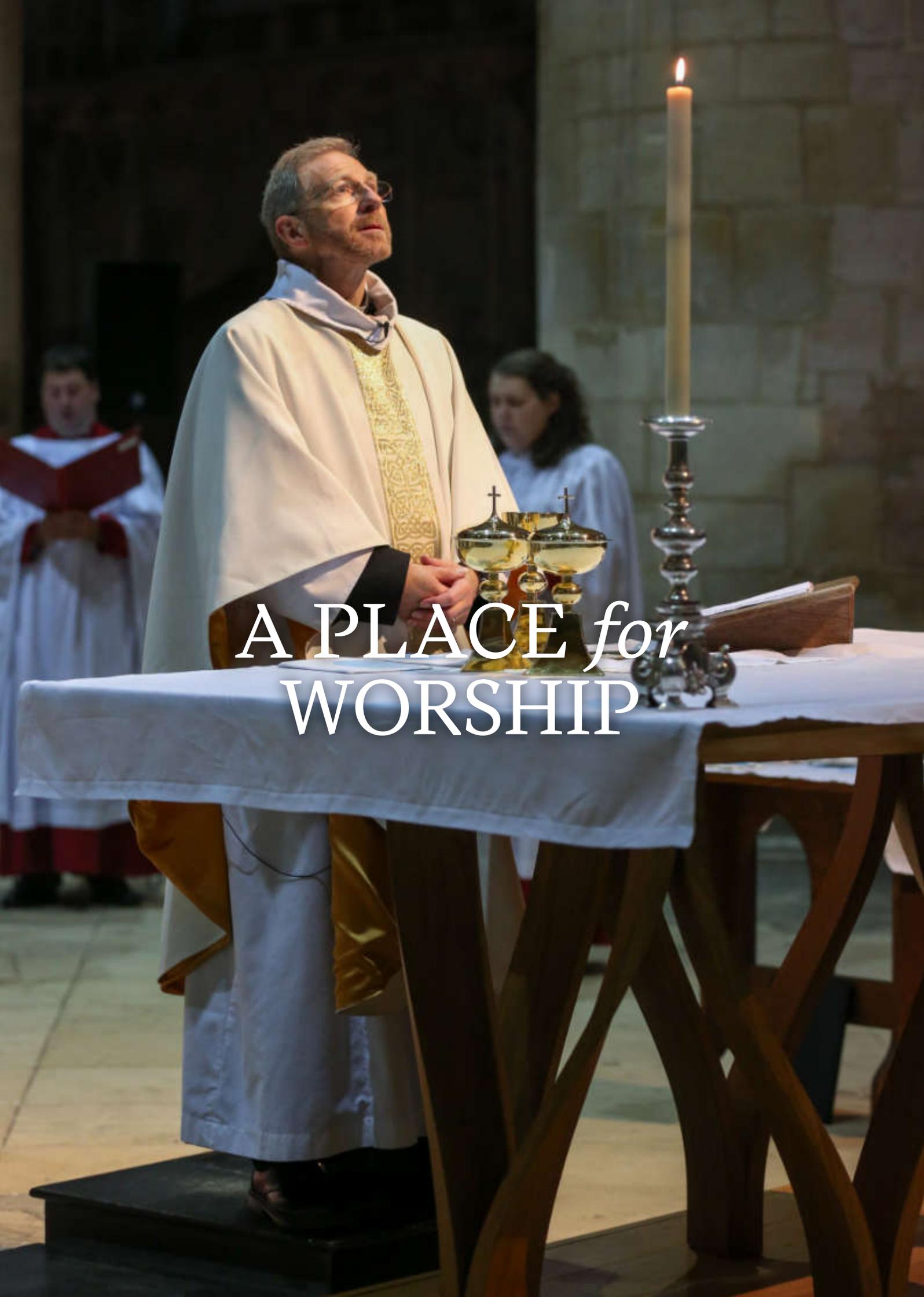
On behalf of the Chapter of Gloucester Cathedral, welcome to this introduction to the way we are living out our commitment to be “in tune with heaven and in touch with daily life”.

It tells you about the vision we’ve been pursuing in the last ten years, how that is expressed in our current priorities and what our hopes and aspirations are for taking the vision forward over the next ten years. We know the strengths and the challenges that are shaping our work and we are an effective team where everyone’s voice is heard in debate and decisions before we move forward together.

I hope this information will inspire you to consider whether you might be the person to join us in continuing to offer the cathedral as a Beacon of Hope across the city, county and diocese.

Canon Margaret Sheather

SENIOR NON-EXECUTIVE
MEMBER OF CHAPTER

A priest in white and gold vestments stands at an altar, looking upwards. The altar is covered with a white cloth and holds two golden chalices, a silver candlestick with a lit candle, and a book. In the background, other clergy members in white and red vestments are visible, holding books. The setting is a church with stone walls.

A PLACE *for*
WORSHIP

A PLACE *for* WORSHIP

Gloucester Cathedral has been a site of continuous Christian worship for 1,000 years, and our Christian faith continues to underpin everything we do today. Our vision, 'to be in tune with heaven and in touch with daily life', orders both our working and worshipping lives, and one of our priorities is to ensure that every visit to the

Cathedral has spiritual meaning through prayers, human interaction and interpretation.

Within the Anglican choral tradition, we strive to provide high-quality, accessible worship for all, 365 days a year. As the seat of the bishop, we are glad to prioritise diocesan services and events.

Monday - Saturday

Lunchtime Holy Communion, 12.30pm

Choral Evensong or Evening Prayer,
5.30pm (4.30pm on Saturday)

Sunday

Cathedral Eucharist, 10.15am

Evensong, 3pm

Since July 2020, we have been live-streaming at least one service per week so that those who are unable to attend in person can join from home. We have recently installed a professional-standard live-streaming system, which has transformed the audio and visual quality of online worship, and we average at around 70 households joining the live-stream each week.

Our services are open to everyone: people of all faiths, ages, nationalities and ethnicities are welcome.

The Cathedral congregation is warm and welcoming. Regular community activities include our Rule of Life group, Book Club, and study groups.

As we seek to grow God's kingdom, we have ambitious targets relating to attendance at services. We are striving to increase weekly service attendance by 25% by 2024, taking into account both in-person and online congregations.



RULE OF LIFE

The Gloucester Cathedral community has developed a 'Rule of Life'. At the heart of our Rule of Life is our vision to live 'in tune with heaven and in touch with daily life', and it takes inspiration from our roots as a Benedictine abbey.

The Rule pays special attention to five Benedictine 'rules' or 'rhythms' - prayer, study, work, recreation and hospitality - which hold our lives in balance. Each person will respond to it differently, but committing to our Rule enables us to build up our common identity as a cathedral congregation.

A woman and a young child stand in a large, dimly lit cathedral. The woman, on the right, is wearing a light-colored, long-sleeved dress and sandals. The child, on the left, is wearing a dark blue long-sleeved shirt and shorts. They are both looking at a colorful light projection on the floor. The background features stone walls and several ornate, dark-colored altars or monuments with white plaques. The lighting is warm and focused on the floor where the projection is. The text "A PLACE for EVERYONE" is overlaid in the center of the image.

A PLACE *for*
EVERYONE

A PLACE *for* EVERYONE



A LIVING TRADITION

Gloucester Cathedral is one of Britain's greatest buildings. The monks who first lived and worshipped here followed St Benedict who taught that all should be welcomed as Christ himself.

Today we aspire to extend that warm welcome to all of our visitors. From monks and royalty to film crews and medieval pilgrims, many have been drawn here by the Cathedral's holiness and beauty. The building stands for the glory of God and as a sign of God's love for the world. Christians gather here to make their prayers part of the worship we offer in the name of Jesus Christ our Lord. His birth, death and resurrection have inspired people to become disciples and so to praise him, to live in his way and to serve the needs of the world.

The Cathedral's stories are intertwined with Britain's history. From its origins in around 679, the Cathedral has developed into a centre of worship, music and learning. By coming here, our visitors become a part of this story.



THE CATHEDRAL TODAY

Inspired by the Gospel of Jesus Christ, we seek to be in tune with heaven and in touch with daily life. Our top three priorities for the period 2020-2024 are:

- To welcome all visitors with joy, ensuring every visit has meaning
- Deliver our Covid-Recovery Plans and Strengthen the Cathedral as a Beacon of Hope across the city, county and diocese
- Use our assets and partnerships to make a positive contribution to our local community and the planet



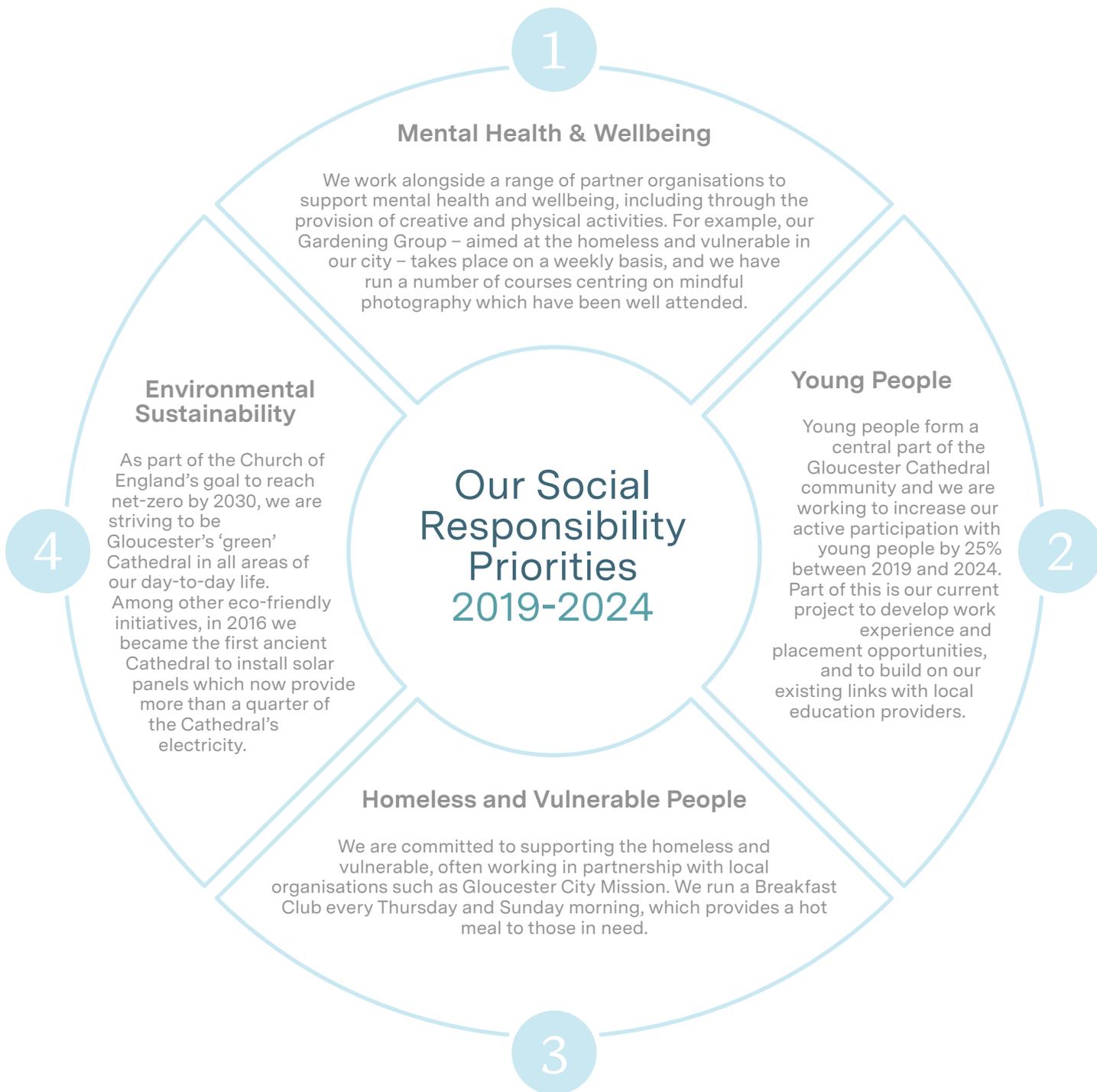
A man with short brown hair, wearing a dark blue jacket over a light-colored collared shirt, is smiling broadly. He is holding a large, dark blue umbrella over his head. He is standing in a raised garden bed, which is filled with dark soil and several small green plants. He is using a small wooden-handled tool to work the soil. The background shows a brick building with windows and a paved area. The overall scene is bright and cheerful.

A PLACE *for*
MISSION

A PLACE *for* MISSION

Our social responsibility work is a central part of our ambition to be a ‘21st century Cathedral, inspiring all who come through living faith, history and tradition.’ Working in partnership with others, we are committed to using our assets to make a lasting difference for the common good of people and the planet we live on.

For the period of 2019-2024, we have identified four priority areas for our social responsibility work.



A woman with long dark hair, wearing a black turtleneck and a denim apron with a brown tie, is smiling and serving a cup of coffee. She is standing behind a dark wooden table. At the table, a woman with blonde hair in a green sweater is holding a young child in a blue and yellow striped shirt. The child is eating spaghetti. There are several white coffee cups and plates of food on the table. The scene is set indoors with a plain wall in the background.

A PLACE *for*
WELCOME

A PLACE *for* WELCOME

Gloucester Cathedral is a place for everyone, and we endeavour to welcome all as Christ himself. We receive visitors from all walks of life and our responsibility is to provide meaningful experiences which inspire and educate, elevate and nurture.



A WORLD CLASS VISITOR DESTINATION

As the number one heritage attraction in Gloucestershire, the Cathedral attracts over 400,000 visitors from all over the world every year, around two thirds of whom are tourists. Over the last decade, we have worked hard to create a world class visitor experience by creating a Visitor Welcome Team, developing the building to improve access and installing an award-winning interpretation scheme. Further plans are currently being developed to enhance our catering offer and visitor facilities.

VISITOR WELCOME TEAM

The introduction of Entry by Donation enabled us to have a dedicated front of house team for the first time. This now means that all visitors receive a personal and consistent welcome seven days a week during core visitor opening hours. Customer service has greatly improved as the welcome desk provides a focus for enquiries, complaints and issues. The Visitor Welcome Team play an important part in collecting visitor feedback and passing on ideas for customer service and visitor experience improvements. This new way of working provides greater opportunities to communicate relevant information to visitors more effectively.



Visitors are now able to engage with the Cathedral's history and purpose on a deeper level – through positive interactions, explanations about our traditions and activities, opportunities to contribute to the life of the Cathedral (financially and otherwise), and through invitations to attend services and events, join a tour, come back again, etc.

The Visitor Welcome Team continues to facilitate a warm welcome and an improved experience for all our visitors. We are gradually seeing visitor numbers returning to pre-pandemic levels, and improvements in the way we manage the wider visitor operations in the building have no doubt had a positive impact on the income received via donations.



OUR CATHEDRAL WELCOME VALUES

Everything we work towards is done in a way which meets our values, the deeply held beliefs and behaviours we espouse in how we treat each other.

Based on the Benedictine Rule of Life, our staff and volunteers seek to 'welcome' all who work, volunteer, worship, visit and contribute to the Cathedral.

Welcome

- We offer a warm welcome to everyone, making eye contact, smiling and saying hello
- We are identifiable and give our names where possible

Encouragement

- We recognise the different needs and motivations of visitors and adapt our approach accordingly
- We take time to engage with visitors, to offer help where appropriate and to make them feel special

Learning

- We encourage questions, no query is irrelevant or too small
- As appropriate, we explain clearly the Cathedral's daily life, worship and traditions

Community

- We recognise that we have a wide variety of visitors
- We make it clear the Cathedral is for everyone

Opportunity

- Where appropriate, we introduce the purpose of the Cathedral and invite visitors to take part in a range of activities
- We provide opportunities for visitors to give feedback and make them feel their views and voices are important
- We give visitors the opportunity to contribute financially towards the Cathedral

Mindfulness

- We are sensitive to what is going on around us
- We are tolerant and understanding of others and manage our own reactions
- As appropriate, we help others to explore their spirituality while they are here

Excellence

- We make sure visitors receive a proper goodbye
- We positively represent the Cathedral and are supportive of all our colleagues
- We strive to be world class in all we do

A family of four is captured in a historic stone building, likely a cathedral or church. The father, wearing a dark suit and glasses, is in the center, holding a silver tablet high in the air. To his left, a woman in a white t-shirt and dark pants is also holding a smartphone up. In the middle ground, a young boy in a grey and red hoodie is holding a smartphone. To the right, a young girl in a dark jacket and blue jeans is holding a smartphone up. The background features large stone columns and intricate Gothic-style arches. The floor is made of large stone tiles. The overall lighting is warm and golden, suggesting an indoor or evening setting. The text "OUR 21st Century STORY" is overlaid in the center of the image.

OUR
21st Century
STORY

PROJECT PILGRIM

In 2019, the Cathedral completed Project Pilgrim Phase One: Heart of Gloucester. This was an award-winning £6m capital development project, designed to connect, engage and respond with our audiences.

Phase One saw us transform a car park into a new green public space, as well as a beautiful setting for this extraordinary building. Creating a new welcome space and improving accessibility across the site, as well as introducing an award-winning interpretation scheme, has transformed the Cathedral into a world class heritage destination and increased visitor income. Installing 150 solar panels on the Nave roof (becoming the oldest Cathedral in the world to do so) has reduced our energy costs by 25% and inspired a vision to care for God's creation in the most practical and meaningful of ways. Lastly, conserving and re-presenting the "at risk" 15th century Lady Chapel has breathed new life into a tired part of the building. This conservation work was carried out by our talented team of stonemasons, who are based on-site at the Workshop of St Peter.

The project also helped us to build better links within the city, playing a key role in its heritage-led regeneration. The Interim Dean is currently Chair of the City Centre Commission and officers sit on key committees, including the Heritage Forum and City Events and Festivals Group.

ENTRY BY DONATION

In 2018, to enhance changes made to the visitor experience by Project Pilgrim, Chapter identified the need to grow visitor income as a priority. A plan to introduce an 'Entry by Donation' (EbD) model to substantially improve income and make the Cathedral more sustainable was developed. The support of the Cathedral's Sustainability Fund with an initial grant of £150,000 in 2019 allowed us to recruit and train a professional Visitor Welcome Team, reconfigure our Welcome Area and implement new systems and facilities required to deliver a meaningful approach.

The implementation of this project has made a



fundamental contribution to the Cathedral's long term financial sustainability. Overall, between 2018 and 2021 donations income has grown by 90%. Now EbD is well-established and integrated; we have the tools to maximise previously untapped potential for visitor income. Despite ongoing challenges and the need for increased vigour in recovery from the effects of the pandemic, we are in a strong position to continue growing visitor giving long into the future.

‘DEPTH NOT BREADTH’ – A MODEL FOR OPERATIONAL EXCELLENCE

Prior to the pandemic, the Cathedral diary had become increasingly overburdened due to the volume and variety of activities. This began to have a detrimental effect, including a stretched workforce, breakdowns in customer service, impact on daily worship and diminished quality of visitor experience. Chapter also recognised the need to maximise income from visitors and events.

In response, the Cathedral Management Team has developed and adopted a ‘Depth not Breadth’ approach as a solution to these challenges, along with a new charging model. This new approach allows us to focus on the Cathedral’s core purpose and prioritises quality over quantity – we will be doing less but doing it better by ensuring we programme events which support strategic priorities and enable our staff to deliver at consistently high levels against them.

A PLACE FOR LEARNING

For almost one thousand years, Gloucester Cathedral has been a place for learning. Throughout the academic year, we welcome school groups for curriculum focussed - and fun - learning experiences.

Our Education Team offers a wide variety of tours, experience and trails, which are tailored to school children ranging from Early Years right through to Key Stage Three. Some highlights include a ‘Monastic Trail’ and a popular ‘Mosque and Cathedral Day’ in partnership with the Masjid E-Noor.



CHANGES TO CHOIRS

In recent years the Cathedral’s Music Team, led by Director of Music Adrian Partington, has introduced new initiatives to ensure our tradition for musical excellence remains as sustainable and accessible as possible.

In 2016 we introduced Girl Choristers and as of September 2021 we have full parity between boys and girls. Both now benefit from a choral scholarship at The King’s School, share singing duties equally and receive the same levels of training.

In the last few years, we have also introduced a new Middle Choir, extended our music outreach to secondary schools through our Teenage Voices Project and created a new Sub Organist Apprenticeship role.



KEY PARTNERSHIPS

In recent years, we have looked to strengthen relationships with some of our key partners. We recently signed formal Partnership Agreements with The King's School, Three Choirs Festival and The Friends of Gloucester Cathedral.

The King's School is an independent, co-educational school that was re-founded in 1541, the same time that the Abbey of St Peter was dissolved and Gloucester Cathedral was created. As such, both school and Cathedral have been closely intertwined for nearly 500 years and are reliant on one-another in several ways. For example, the Cathedral's Girl and Boy Choristers are King's School students, and the Dean of Gloucester is Vice-Chair of Governors at the school. The Dean's dependents receive a generous fee remission at the school, subject to the usual admissions process.

We also work closely with Kingsholm C of E Primary School in Gloucester, where our Chief Operating Officer, Emily Mackenzie, is Foundation Governor and Vice Chair. The Cathedral's Singing Development Leader, Nia Llewelyn Jones, has also worked in partnership with the school to offer exciting musical opportunities for pupils.

These formal Partnership Agreements have helped to align strategic priorities, share common values, create an environment for open and honest conversation and create more effective operational practices.



COVID-19 RECOVERY AND BEACON OF HOPE

Gloucester coped reasonably well during the pandemic. We launched a £1m Beacon of Hope Appeal which provided crucial funds to see us through 2020 and 2021, ensuring that no jobs were lost because of Covid. Mercifully, our previous heavy investment in IT meant we could move online confidently. A high emphasis was placed on maintaining relationships during this time with regular personal catchups rather than just business. The time spent on communication with clear and regular messaging was important.

Since Covid, we have reviewed our strategic priorities and business planning to aid recovery and have restarted major work streams, most notably our £10m Development Plan. Although we are still feeling the longer-term impacts of the pandemic, visitor and congregation numbers are gradually returning to pre-2020 levels.

PEER REVIEW

In April this year, the Cathedral had its official Peer Review – an external audit led by a panel of experts with leadership roles in other cathedrals. The primary purpose of the Peer Review was to engage with Chapter, following a self-assessment report, and to discuss and review the Cathedral's governance. Work has now begun to respond to the recommendations laid out in the full report.

The image shows the interior of a Gothic cathedral, looking down the nave towards the choir. The architecture features high, pointed arches and a complex ribbed vaulting system. A large, ornate wooden organ is positioned in the background, flanked by tall, slender columns. In the foreground, there are rows of wooden choir stalls with decorative tracery. The lighting is warm and focused on the central aisle, creating a sense of depth and grandeur.

DEVELOPMENT *Plan*

For almost 1,000 years, the Cathedral has served the city, county and diocese – and as stewards of this magnificent building, we want to continue that legacy for future generations, making sure that our mission remains relevant, engaging and accessible to all. Our strategic vision for the next ten years involves several major projects which will safeguard this extraordinary place and positively respond to today’s set of challenges.

Our plan includes three large scale projects totalling approximately £10m. A Fundraising Strategy is in place and a Development Board has been established to spearhead it. The new Dean will sit on the Board and will have a crucial role to play in leading fundraising activity.

PROJECT PILGRIM PHASE TWO: BEACON OF HOPE

In Phase Two of Project Pilgrim, our vision is to re-establish the Cathedral as a beacon of hope at the heart of the city, county and diocese. We will reveal our abbey history to inspire a sustainable future for all, working with partners to deliver against social responsibility priorities which make a difference to the lives of Gloucester’s diverse communities. We will ensure our catering and visitor facilities are as outstanding as the rest of the Cathedral and able to support our finances into the future.

Plans include breathing new life into the historic Grade One Listed Parliament Rooms, creating multi-use green spaces across the site and enhancing spaces for community use. It’s time to deliver the rest of our Project Pilgrim Vision, refined to respond to the impacts of the pandemic and the devastation threatened by the climate emergency. We’ll use our heritage, plus our partnerships and platform, to showcase the potential within all cathedrals.

In April our Expression of Interest to the National Lottery Heritage Fund for a c.£5m grant towards the project was successful. We now have nine months to submit a Round One application.



THE ORGAN REFURBISHMENT PROJECT

We are proud to have one of the most significant instruments in any cathedral accompanying daily worship. It is time for a sensitive refurbishment of our much-loved organ to ensure its future at the heart of our musical life. We recently signed a contract with Nicholson & Co. Ltd to undertake the work which is scheduled to begin in 2024.



THE CLOISTER PROJECT

The Great Cloister is widely regarded as the first and best example of fan vaulting in the world. We will use the long-term conservation of this extraordinary heritage to develop our stonemasons training and mentoring programme, offering opportunities for at least eight talented craftspeople to develop their careers. Visitors will experience conservation first-hand, learning about the people and techniques which protect heritage for future generations.

A blue sky with many birds flying. The birds are scattered across the frame, some in flight and some resting. The sky is a clear, light blue color.

CATHEDRAL *Governance*



The Cathedral Chapter currently comprises eight members, four clergy (two of whom are ‘executive’) and four members of the laity. We are carrying vacancies and numbers will increase as we recruit to key positions, but we currently comply with the terms of our new Constitution. Our Chapter members have a wide range of experience which includes, safeguarding, law, finance, commercial, education and community outreach. We are a cohesive group, who can have open and challenging conversations but who reach and stand by collective decision making. Chapter routinely meets ten times a year.

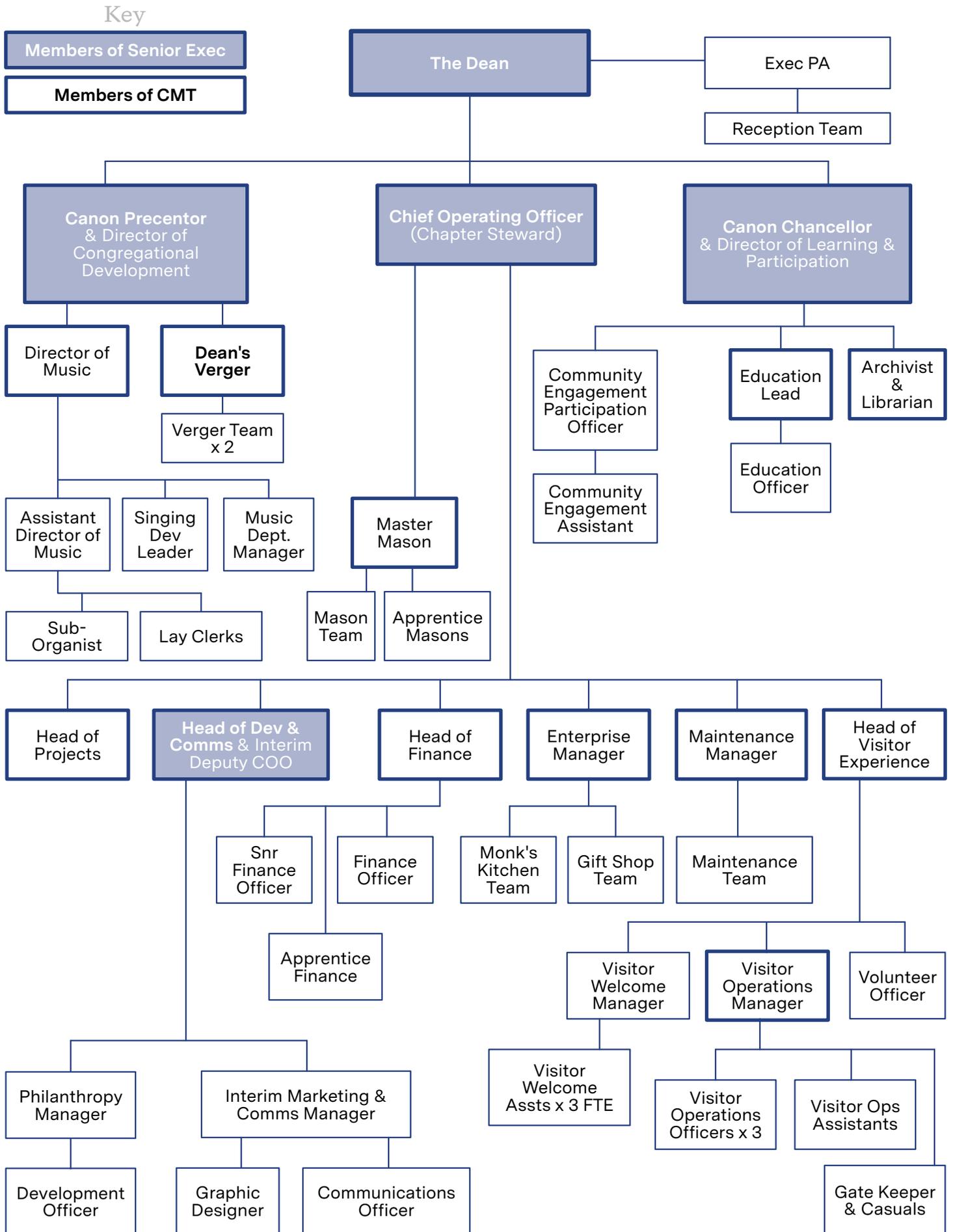
In terms of implementing the new Cathedrals Measure (2021), Gloucester Cathedral is in group one and so is well advanced with the roll out. Alongside this, Chapter has undertaken a thorough review of our governance structures, policies and processes and adopted new Terms of References, updated policies and submitted our Due Diligence questionnaire to the Charity Commission and Church Commissioners. Chapter achieved Certificate Date 1 at its meeting in July and we will set Certificate Date 2 (when everything in the Measure is implemented, and we become a registered charity) for our November Chapter meeting.

STAFF TEAM

The Cathedral has around 80 staff (55FTE) across a diverse range of functions which includes: stonemasonry, visitor welcome, learning & participation, music & worship, finance & central services, maintenance, café & shop, development & communications and projects.

Heads of department form the Cathedral Management Team (CMT). The Chief Operating Officer, Emily MacKenzie, heads up all operational and business aspects of the Cathedral. The Canon Chancellor (postholder arriving autumn 2022) acts as an executive officer with responsibilities for the Learning & Participation team. Our Canon Precentor, Richard Mitchell, has executive responsibilities for the Music and Verger team as well as overseeing worship and the congregational community. With the Dean, these three posts form the core membership of the Senior Executive Team who are responsible for the day-to-day operations of the cathedral under the oversight of Chapter.

ORGANISATIONAL *chart*



FURTHER *reading*

For interested candidates who would like to read more about the Cathedral, we have put together a selection of supporting documents. These can be accessed via the Dropbox link below.

click here

GLOUCESTER
CATHEDRAL

Thank you

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