



*As the Cathedral of the Sea, we pray for all who are at sea this night  
and for those whose task it is to support them in their work.*

*Creator and Father of all,  
we pray for those who go down to the sea in ships  
and serve upon the waters of the world.  
Bless them and all who minister to their needs,  
that they may put their trust in you  
and find in you a strong anchor for their hopes  
and so be filled with your peace  
through Jesus Christ our Lord.  
Amen.*

*Encountering God through  
transformative worship, challenging discipleship,  
generous hospitality and prayerful engagement*

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## Introduction

This briefing pack has been prepared to assist those considering applying for the role of Dean of Portsmouth in their discernment as to whether they wish to put their name forward for this ministry. Developed by the panel responsible for the appointment, it sets out their perspectives on the priorities for the ministry of the next Dean.

The Cathedral Church of St Thomas of Canterbury, set in Old Portsmouth, is the ancient parish church of Portsmouth and was raised to the status of Cathedral in 1927. It serves a city perhaps best known for its long and valued association with the navy yet increasingly associated with its growing university and its heritage tourism. The Cathedral, alongside these and other institutions and bodies, is well placed to have a significant ministry within this city, sometimes described as a “northern city on the south coast” as well as enabling the wider diocese in its discipleship of living, praying and serving.

We are seeking candidates who will, under God, bring a fresh pair of eyes following the long and significant ministry of the last Dean. In our discernment, we have identified that the priorities for the next Dean will be to

- Develop and sustain productive relationships across the city and diocese to share the good news and promote the common good;
- Lead the cathedral team (volunteers, worshippers, staff, clergy, chapter) in
  - discerning and agreeing a shared and purposeful narrative for mission;
  - developing their own corporate and operational life to realise the possibilities of this ministry;
- Build on a longstanding tradition of innovative liturgy and worship; and
- Grow and nurture the congregation.

## A message from the Bishop of Portsmouth



Portsmouth Cathedral is at the heart of the Diocese and the city of Portsmouth. I'm pleased you are considering applying to be Dean and I hope these papers help in your discernment.

St Thomas's has given witness and service as chapel, parish church and cathedral to the local community, the parish, the city and more recently to the diocese for nearly 900 years. Today our Cathedral is well placed to enhance and develop its local and wider ministries. Its own development and action plan, linking with the diocese's strategic vision **live | pray | serve** make this an exciting and challenging time to appoint and

welcome a new Dean. I am committed to the very close relationship between bishop, cathedral and the diocese and the next Dean will, I hope, strengthen this partnership.

I am looking forward to the Cathedral and the new Dean honouring the close relationships and high standards of today through imaginative and creative development of congregational life, in outreach and welcome to the parish, city communities and diocese, with flexible and effective management. I and colleagues are excited to receive and read applications. We thank you for your interest.

Your sincerely,

A handwritten signature in black ink that reads "Christopher Foster". Below the signature is a horizontal line.

The Right Reverend Christopher Foster  
Bishop of Portsmouth

## Reflections on the priorities

### **Develop and sustain productive relationships across the city and diocese to share the good news and promote the common good**

Portsmouth Cathedral is a holy space – a place of beauty, of silence and of worship. And yet as the Cathedral Church for the City of Portsmouth, South East Hampshire and the Isle of Wight it is important that it connects with others, is energetic in its outreach and strategic in responding to the needs of those it serves. The panel discerned that the main priority for the next Dean would be to enable the Cathedral to step into this space, to build on the affection in which it is held and to develop the role of the Cathedral as an active partner for Bishop and diocese, community leadership and city.

Any cathedral has a distinctive role within its city and the panel is eager that the next Dean should develop this further within Portsmouth. This will be alongside the local work of St Mary's Portsea and other churches in the deanery, and will also mean taking forward cultural, civic and symbolic interactions in such a way that possibilities for gospel action and active partnership are fully developed.

Within the diocese, the cathedral has a significant role in bringing the recently- developed diocesan strategy "[Live, pray, serve](#)" to life. The Dean will be a key member of the Bishop's Staff team and, it is hoped, in due course step into a diocesan leadership role relevant to their gifting. The previous Dean was Chair of the DAC and also much valued for his theological contribution; the next Dean may have different skills to bring.

### **Leading the cathedral team (volunteers, worshippers, staff, clergy, chapter) in**

- **discerning a shared narrative for their mission and purpose;**
- **developing their own corporate and operational life to realise the possibilities of this ministry;**

The new Dean will come into post as [The Cathedral Development Plan](#) is due to be revised and updated. This will provide the opportunity to lead those who work, pray and serve here in discerning their aspirations for outreach and engagement as well as for their own common life and worship. Like many parish church cathedrals, Portsmouth carries the parish – cathedral

tension in its very DNA and, as with many churches, is constantly exploring the balance between its worship and Kingdom action. The ability to bring creative, strategic and enabling leadership to the Chapter, Residentiary Canons and the staff team is the key characteristic in the mind of the panel.

It will be important that this is combined with the ability to manage the Cathedral operation. The panel is not seeking an accountant, a project manager or an HR specialist but will be exploring how candidates will discharge their responsibility for the finances, people and building of the Cathedral. Whilst a recent legacy has enabled some catch-up work to take place, this is a cathedral without historical endowment and a more strategic approach to finance will be required. The panel is seeking a dean who can bring some measured courage (not foolhardiness) and challenge to this situation. Further information will be provided in briefings for shortlisted candidates and through the most recent [Cathedral's Annual Report and Accounts](#).

Candidates might also be interested in the [Cathedrals Working Group Report](#) and to follow any discussions at the July General Synod.

### **Building on a longstanding tradition of innovative liturgy and worship**

The musical life of the Cathedral is rich and of a high standard and the Cathedral, notably through one of its previous Deans, David Stancliffe, has a history of innovating liturgy and worship. The next Dean will encourage the ongoing exploration of creative and contemporary liturgical and musical expression; effective and meaningful worship is foundational to the mission emphasis to reach out and engage. The Cathedral is a second church for the Royal Navy and also a place of celebration and remembrance for the city and diocese. Funding is in place from a Strategic Development Fund grant to appoint a pioneer minister, based at nearby St James Milton, through which the Cathedral and St James together can develop a fresh expression of church for young families based on the liturgical/choral tradition.

**Growing and nurturing the congregation.**

Sadly, both the electoral roll and Sunday attendance have declined over recent years and attentiveness to congregational life will be a significant priority. Drawing in new people, developing the faith and discipleship of those who currently worship here and identifying possibilities for introducing people to the Christian faith are critical priorities.

**And finally...**

The panel wishes to emphasise that it is not necessary for candidates to have had previous cathedral experience. Their prime interest is in the leadership gifts and experience of candidates and how they might, under God, rise to the challenges and opportunities of this role.

## Role Specification

### **Purpose of the role**

To lead the life and work of the Cathedral Church of St Thomas of Canterbury and with the Diocesan Bishop and other senior colleagues to share in the oversight of the Diocese of Portsmouth.

### **Themes for the ministry of the next Dean**

- Engaging proactively with the city and diocese served;
- Leading the cathedral team (volunteers, worshippers, staff, clergy, chapter) in
  - discerning a shared narrative for their mission and purpose;
  - developing their own corporate and operational life to realise the possibilities of this ministry;
- Building on the tradition of innovative liturgy and worship; and
- Growing and nurturing the congregation.

### **Main responsibilities of the role**

- As Dean and senior priest in the Diocese, to share with the Bishop and other senior colleagues in the oversight of the Church's mission;
- As head of the Cathedral Foundation and its principal dignitary after the Bishop, to preside over the Cathedral Chapter, with it to direct the life and work of the cathedral, and to take emergency decisions on behalf of the Chapter when circumstances require;
- To represent the Church in public life across the diocese, to grow partnerships with faith and secular institutions, and to contribute to their intellectual, social and theological capital;
- To preside over the College of Canons;
- To work with the Cathedral Council and other statutory bodies, and in collaboration with the Chapter to ensure sound governance across the cathedral;
- To exercise leadership in the cathedral's liturgy, preaching and pastoral care, to develop healthy team working, and to be personally committed to its pattern of daily prayer;
- To lead the mission and outreach of the cathedral, including the presentation and interpretation of its heritage;
- With the Chapter, to have oversight of the cathedral's development and to lead in securing funds for its long-term future;
- To ensure that the cathedral's operations are properly managed, including staff, finance, compliance and the care of the fabric;
- To ensure that the constitution and statutes are faithfully observed; and
- To exercise responsibility for safeguarding of children and vulnerable adults, the provision of pastoral care of survivors, and creating a culture in which all will flourish, and which is coherent with the safeguarding policies of the Church of England.

## Person specification

|   |
|---|
| <b>Spiritual Life</b>   |
| <ul style="list-style-type: none"><li>• Spiritually reflective</li><li>• Nourished by daily corporate worship</li></ul>   |
| <b>Theology</b>   |
| <ul style="list-style-type: none"><li>• Theologically intelligent, engaging and challenging</li></ul>   |
| <b>Vision for mission and delivery</b>  |
| <ul style="list-style-type: none"><li>• Committed to outreach into city and diocese and brings a vision for this</li><li>• Understands the principles of church growth and has experience of putting them into action</li><li>• Has an outward looking, Kingdom approach to mission</li><li>• Able to connect with a wide range of people – both community leaders and church colleagues – and to turn relationship into engagement, gospel action and impact</li></ul> |
| <b>Engagement in community life and public issues</b>   |
| <ul style="list-style-type: none"><li>• Understands the role of a cathedral in relation to the wider community and how this might be enacted</li><li>• Active and visible in parish, deanery, city and community</li></ul>  |
| <b>Formation of others</b>  |
| <ul style="list-style-type: none"><li>• Encourages and nurtures the discipleship and witness of others</li></ul>  |
| <b>Management of resources and structures</b>   |
| <ul style="list-style-type: none"><li>• Strategically imaginative</li><li>• Experience of strategic and financial change management</li><li>• Financially measured and courageous</li></ul>   |
| <b>Leadership of others</b>   |
| <ul style="list-style-type: none"><li>• Able to create a vision for the future, a strategy to realise it,</li><li>• Brings experience of drawing a team together in creating a shared narrative</li></ul>   |
| <b>Working with others</b>  |
| <ul style="list-style-type: none"><li>• Encourages and develops the gifts of others</li></ul>   |
| <b>Safeguarding</b>   |
| <ul style="list-style-type: none"><li>• Understands the particular safeguarding challenges within cathedral ministry</li><li>• Has experience of creating a culture which is safe for children and vulnerable adults</li></ul>  |

## Background Information

### The Diocese of Portsmouth

The Diocese of Portsmouth stretches across south-east Hampshire and includes the whole of the Isle of Wight. It includes 139 parishes, from Botley in the west to Emsworth in the east, and from Blackmoor in the north to Ventnor on south side of the Isle of Wight. It includes diverse communities, ranging from the densely populated and relatively deprived parts of inner-city Portsmouth, to rural villages in Hampshire; and from a range of seaside towns on the Isle of Wight to suburban sprawl west of Fareham and Gosport. In total, it covers 420 square miles and has a population of 784,000.

The Diocese has 170 churches, ranging from historic listed buildings to brand new, purpose-built churches. There are circa 160 clergy serving in those churches and their parishes, around 50 of whom are self-supporting. There are 72 licensed lay ministers (Readers) who preach, teach, lead worship and assist in pastoral, evangelistic and liturgical work. Around 13,500 people regularly worship in our churches, on Sundays and during the week. Attendance numbers have been declining over the past 10 years with a small increase last year, but there are particular congregations that have grown. Only a tiny number of churches have been closed in recent years.



Parishes and chaplaincies within the diocese are supported by a small central team, based in Peninsular House, Portsmouth. These officers support the synodical governance of the diocese, administer clergy housing and stipends, manage its property portfolio, support CoE schools, promote social justice, handle communications, manage safeguarding procedures, and

promote training courses in discipleship, spirituality, mission, and engagement with children and young people. The Diocesan Secretary oversees these staff. Separate teams of staff are employed in the bishop's office and for the three archdeacons. There is no suffragan bishop. The diocese also has 41 Church of England schools in south-east Hampshire and the Isle of Wight. These are still mostly schools funded by the local authority, but the diocese supports them with regard to governance and admissions, building projects, Christian ethos, RE and recruitment of headteachers. The team which supports these schools, and which is based in Peninsular House, is a joint team working in schools across both Portsmouth and Winchester dioceses, under the authority of a Joint Board of Education.

A gradually increasing number of CoE schools have become academies, including the only CoE secondary school on the mainland. Three of these academies are part of the Portsmouth and Winchester Diocesan Academy Trust, whose staff are also based in our diocesan offices, but who are managed by a separate group of trustees. Three schools are joint CoE/Roman Catholic schools including a secondary school.

Recently, the diocese has embraced a new strategy called [live | pray | serve](#), which aims to deepen the discipleship of churchgoers and to increase the size of our churches. The idea is to equip people to **live** as disciples of Christ; to **pray**, individually and together as worshipping communities; and to **serve** our local neighbourhoods and society better. To achieve this, our diocesan structures aim to encourage parishes, chaplaincies and church schools in four ways: to make disciples of Christ, grow our churches, equip people for lifelong learning, and promote the transformation of society.



This strategy has informed a renewed drive within our diocese to find new ways of reaching out to those who are often hardest to reach – those who have moved into brand new housing developments where there is no church community; young people in their teens, 20s and 30s; and those living in the more deprived areas of our diocese. Strategic funding from the national Church, under its Renewal and Reform initiative, has been put alongside funding from the diocese to create a team of lay and ordained pioneer ministers, who aim to create new worshipping communities.

That strategic funding was also used to help create a new city centre church plant, under a Bishop's Mission Order. A team of 15 came from Brighton to launch a church in September 2016. Within nine months, there was a regular congregation of 250, with an average age of 26. Other church plants have happened, where a team from a vibrant congregation has been planted into an existing church building or church community. Meanwhile, a separate programme looking at the 'viability' of smaller congregations is inspiring people to embrace proper Christian stewardship and mission, as an alternative to closure. Further strategic development work is planned, to create further resource churches and aid the turnaround of ministry in areas of potential and current low attendance; the diocese has recently had its second SDF bid, for 3.7m, approved at stage 1 and is currently working on its stage 2 project plan.

The Diocese of Portsmouth is geographically one of the smallest dioceses in the Church of England, but has often “punched above its weight”, with senior staff and diocesan officers involved in the national Church, managing joint projects or implementing innovative ideas. Financially, the payment of parish share has always been good – rarely less than 98% within the past 20 years. The Cathedral pays Parish Share.

Although there is a range of church traditions within the diocese, its smaller, family feel means that most clergy and lay leaders know and respect each other, and few parishes deliberately exclude themselves from deanery and diocesan initiatives. The Cathedral plays a significant role in the life of the diocese. All major services take place there and it is the ‘natural’ venue for a range of diocesan meetings and gatherings including Diocesan Synod, Bishop’s (Teaching/Learning/Training) Days, and public meetings. The flexible furnishings of the Nave enable it to be used in a number of different ways by the Bishop and the Diocese.

For centuries Portsmouth Cathedral, the Cathedral of the Sea, has watched, listened and helped the people of Portsmouth navigate the passage of time with faith and confidence in God.

It has witnessed wars and peace, famous marriages, suffered bomb damage, been rebuilt and remains a building of greatness and simple enduring beauty. More than

this it is a vibrant and lively community which has a positive impact on the lives of people within the parish, the City and the Diocese of Portsmouth. The Cathedral is a distinctively spiritual and prayerful space, to which everyone is welcome; a Christian community committed to promoting social justice, equality and compassion.

Dating back to 1180, the original chapel dedicated to Thomas of Canterbury became a parish church in the 14<sup>th</sup> century and a cathedral in the 20<sup>th</sup> century. The Cathedral, as Mother Church, is at the heart of the life of the Diocese of Portsmouth which covers south-east Hampshire, Portsmouth and the Isle of Wight. In addition to the many diocesan services and events which are held throughout the year, the Cathedral is used for special services for the City, charities, the Royal Navy and local schools. Educational workshops and visits are offered through an evolving outreach programme. The Cathedral and its community facilities are used by many local and regional organisations for concerts, art exhibitions workshops.

### **Parish**

The Parish of Old Portsmouth has a population of around 4,500 people living in 2,440 households. A significant proportion of people live alone and over 50% are under 44 years of age. Housing ranges from housing association sheltered accommodation to penthouse flats and includes military families’ quarters.



The Cathedral is close to a number of cafes, bars and restaurants; art galleries, including the Aspx Gallery and the recently opened Hotwalls Studios; a Unitarian Chapel and heritage assets such as the City Museum and the Royal Garrison Church (operated by English Heritage). There is a small amount of light industry alongside maritime operations such as the headquarters for Ben Ainslie Racing, the Camber Dock and fish market and the Isle of Wight car ferry terminal. There are also two schools: St Jude's Church of England Primary School and The Portsmouth Grammar School. Portsmouth Naval Base also lies within the boundaries of the parish.

At the recent APCM there were 338 people on the Electoral Roll, the majority of whom live within three miles of the Cathedral. Attendance on Sundays averages 253 adults and 28 under 16-year olds. Attendance at midweek services totals 169 adults and 44 children and young people. Messy Church at the Cathedral attracts around 40 families and Taizé services 30-40 people each month. Last year, 20 baptisms, 11 marriages and services of prayer and dedication after civil marriage and 14 funerals and memorial services were held.



### **City**

Portsmouth is a port city in Hampshire 70 miles south-west of London. It has a total population of approximately 205,000.

A significant naval port for centuries, Portsmouth has the world's oldest dry dock. During the Second World War, the city was bombed extensively in the Blitz but was a pivotal embarkation point for the D-Day landings. In 1982, a large proportion of the task force dispatched to liberate the Falkland Islands deployed from the city's naval base. HMNB Portsmouth is considered to be the home of the Royal Navy and is home to two-thirds of the UK's surface fleet. Some famous historic ships, including HMS *Warrior 1860*, the Tudor *Mary Rose* and Nelson's flagship, HMS *Victory* (the world's oldest naval ship still in commission) are preserved in the Historic Dockyard. The city is also the home base for the new aircraft carrier HMS

Queen Elizabeth and Cathedral clergy and choirs were involved in both her arrival at the dockyard and commissioning service.

Portsmouth is among the few British cities with two cathedrals: the Anglican Cathedral of St Thomas of Canterbury and the Roman Catholic Cathedral of St John the Evangelist. The waterfront and Portsmouth Harbour are dominated by the Spinnaker Tower, one of the United Kingdom's tallest structures at 170m. Nearby Southsea is a seaside resort with a pier amusement park and medieval castle.

The city has several mainline railway stations that connect to London Waterloo amongst other lines in southern England. Portsmouth International Port is a commercial cruise ship and ferry port for international destinations. The port is the second busiest in the United Kingdom after Dover, handling around three million passengers a year.

The University of Portsmouth, which is ranked among the world's best modern universities, has a student population of over 25,000. Portsmouth is also the birthplace of author and engineer Isambard Kingdom Brunel.

Portsmouth Football Club plays its home games at Fratton Park.

### **Links with the Diocese**

The Diocese of Portsmouth covers 139 parishes across south-east Hampshire and the Isle of Wight. It embraces areas from the heart of urban Portsmouth to the rolling hills of the South Downs. It is split into three Archdeaconries and has a single Diocesan bishop. The Diocese was carved out of Winchester Diocese in 1927 when the Parish Church of St Thomas of Canterbury in Old Portsmouth became Portsmouth Cathedral.

The Diocese contains some very wealthy areas as well as areas of deprivation and the Cathedral seeks to support all of the churches through the teaching and pastoral ministry of the Bishop, by Cathedral clergy helping in vacancies and offering their experience and expertise and by working with the Diocese in exciting projects such:

- A shared curate with a church plant,
- Helping to plant a congregation in a neighbouring parish
- Working on a new style of choral music church plant in collaboration with a city parish and its schools.



Cathedral clergy also sit on diocesan committees and as a result of the Cathedral Development Plan relationships with the parishes and the College of Canons are much improved. Two of the Residentiary Canons are employed by the Diocese, one as Director of Ministry, Mission and Discipleship and another as the Director of Social Enterprise and Engagement.

The Cathedral plays a full part in the Deanery of Portsmouth and particularly the inner-city cluster of churches and is part of joint projects such as retail chaplains, youth chaplaincy and pioneer work amongst older people.



### **Public Square and Community Transformation**

The Cathedral has close links with a range of organisations and agencies through its outward giving and as a venue for services, fundraising and other events. Cathedral facilities offer a safe neutral space for consultations such as the development of the Ben Ainslie Racing facilities, sea defences and Old Portsmouth Neighbourhood Forum. The Gosport Independent Panel presented its report in the Cathedral this summer to the families of those affected by events at the Memorial Hospital.

We are actively involved with:

- Rowans Hospice – as a host to memorial and carol services and fundraising events.
- Roberts Centre - supported through the Cathedral's outward giving, food bank donations and fundraising events.
- Interfaith - through the Wessex Jamaat in Fareham with whom we have held an annual event at the Cathedral for the past 23 years.
- City Council – offering a City Service and Seafarers' Service annually at the Cathedral. In previous years the Dean has been Chaplain to the City Council; this role is currently fulfilled by a non-denominational pastor. Cathedral staff work closely with the Civic Events Team to deliver services at the Cathedral and across the City.
- Sunyani Partnership (Ghana Link) - a formal partnership link with St Anselm's Cathedral which is supported through outward giving.
- University of Portsmouth - work through our Music and Education Departments and a series of innovative projects including environmental footprint and cathedral finances.

- Good Neighbours – looking to establish an embryonic group in Old Portsmouth.
- Royal Navy - annual services including the Royal Marine Band Service Memorial Day Service and Queen Alexandra’s Royal Naval Nursing Service Remembrance Service.
- Portsmouth Festivities – an annual series of concerts and events of which the Cathedral is a Creative Partner.
- Friends Without Borders - based at All Saints Asylum Centre, supported by the Cathedral through food bank donations.
- Cathedral Innovation Centre - an independent mutual, hosting a variety of business start-ups in Cathedral House.

### Development Plan

In 2014, Chapter worked with Cathedral Council, the Cathedral community and an external facilitator to devise a five-year development plan. The agreed statement of purpose for the Cathedral which came from this is *“Encountering God through transformative worship, challenging discipleship, generous hospitality and prayerful engagement.”*

These four areas both reflect and shape the mission and life of the Cathedral and form the headings for an action plan which is a working document setting out the specific actions which will be taken, by whom, when and how much they are anticipated to cost. There is also a process of regular evaluation built into this plan.

It was a deliberately ambitious plan and much has been achieved through it including establishing a monthly Messy Church, an annual theme which focuses the education and engagement programme of the Cathedral, increased engagement with schools and colleges, development of the music and the Cathedral Sing programme, as well as improvements to the fabric of the building.

The plan runs to 2019 and during the latter part of 2018 a rigorous process of evaluation will be carried out as part of the preparation to build on the success of the existing plan once the new Dean is appointed.

### Worship

The worshipping life of Portsmouth Cathedral is designed both to offer prayer on behalf of the whole community of Portsmouth, and also to sustain and extend the faith and witness of our different congregations, equipping them to respond to God in generous and creative ways.



We offer Morning Prayer and Holy Communion daily while our regular choral services expose visitors to beautiful and inspiring music, as well as creating vibrant communities of children, young people and their parents. The constant practice and development of musical talent makes possible the hugely popular Advent and Christmas carol services, and the many other occasions and events that the Cathedral Choirs' reputation draws people to.

Our Sunday morning worship is focused on the needs of the parish as well as of visitors, with a well-attended 8.00am BCP Communion and a Common Worship Eucharist at 10.30am which includes a variety of contemporary and traditional styles of music within a strong liturgical core with robust and excellent preaching. The 10.30am service offers an opportunity for large scale musical settings, led by our choirs, as well as for engagement with civic and naval organisations. We are aware that we are not as pastorally focused as we could be at present and that this needs attention.

On a diocesan level, as well as inviting individual parishes to the Cathedral, we offer a hospitable welcome on many significant diocesan occasions and model excellent worship. We continue to value and explore the opportunities made possible by the flexible way the Cathedral space is ordered for different kinds of service and styles of worship. We offer a number of 'designated' services, such as Taizé and Messy Church once a month and there is opportunity to expand the range offered. All our worship is regarded as missional, though more could be done to establish links with the University of Portsmouth and to promote contemporary Christian music in an appropriate way.

A Liturgical Plan written by the Canon Precentor was approved by Chapter in 2016. It is currently being updated to reflect recent changes in both the building and worship.

### **Choirs and Music**

The Cathedral is home to three acclaimed choirs: the Cathedral Choir of men and boys; Cantate, a mixed youth choir; and the Cathedral Consort of mixed adults. 30 boys and 22 girls under the age of 16 and 42 adults sing in the choirs and nearly 40 musicians are involved in our worship on a regular and occasional basis. The choristers are recruited from a number of local schools both state and private including The Portsmouth Grammar School, which is a member of the Cathedral Schools Association.



Music is at the heart of the Cathedral's many diocesan responsibilities and the Music Department plays as full a role as possible in this regard. The Cathedral Sing programme, working closely with the Education Department, reaches out to local schools and draws a large number of children in to events and workshops at the Cathedral. The Choirs tour internationally and are invited to sing at both local and national events. In recent years this has included the Festival of Remembrance at the Royal Albert Hall, the commissioning of HMS Queen Elizabeth and, most recently, the dedication of the D-Day Museum Memorial wall.

The Cathedral is a venue for concerts by schools, local choral societies and orchestras. Weekly daytime recitals are held in the Cathedral attended by a growing dedicated audience and a new series of evening recitals has been developed this year.

The Cathedral Organ has recently been enlarged with a new solo stop at the West End. The instrument is used to the full at services, concerts and recitals.

### **Education**



In 2017, our education team engaged with almost 6,000 primary school children either through visits, Cathedral Sing or collective worship in schools. In recent years, the Diocesan Leavers' Services have been expanded to include workshops and have become a model of good practice. The Friends of Portsmouth Cathedral helps fund these workshops. Events for families during school holidays are being developed. Both the Canon Chancellor and Education Officer are

members of the Diocesan Board of Education and on several school governing bodies.

### **Art**

Exhibitions are held throughout the year, with 12 planned in 2018 ranging from major sales of work by local artists' groups to smaller events with schools and individual artists. Commissions and art residencies are offered, linked to our annual themes, and this year these include 'The Hermitage', an art residency with Arts Council funding.

### **Finance**

In 2012, we received a life-changing legacy of £3.3m which has enabled Chapter to put into place a planned programme of capital works, redressing years of neglect from financial constraints, and to resource our Development Plan. With a turnover last year of over £1.4m, however, and a deficit approaching £240,000, we face the significant financial challenge of delivering a balanced budget. Chapter recognises the need to address this situation with some urgency and as a first step has approved a Fundraising Strategy and appointed a Head of Fundraising, with a remit proactively to draw in new income from individual donors, trusts and legacies, covering all aspects of the Cathedral's activities. New budgetary processes are being developed and five-year budget projections have been produced.

Chapter is committed to outward giving and in addition to the charities listed above (under Public Square) supports Friends of the Holy Land, Central Point and Christian Aid. The Portsmouth Cathedral Development Trust supports fabric, education, music and arts. At the present time the majority of this funding comes through occasional legacies. Two years ago, we changed our auditors to haysmacintyre who with our Finance and Investments Committee are assisting with our financial planning. Whilst we have around £2m of investments these are designated for our operating reserve, fabric repairs and to meet the elements of the Development Plan. We are planning to generate new income going forward to reach a financially sustainable Cathedral Community, in grateful response to God's goodness, committed to promoting social justice, equality and compassion.

### **Fabric**

Most of the works highlighted in the 2011 Quinquennial Inspection were completed or planned for completion by the end of that period including: the redecoration of St Thomas's Chapel and stripping and repointing of internal stonework to the Chapel of Healing and Reconciliation, external repointing of the East Chancel wall and major structural works to the Tower. The majority of this work was funded by First World War Centenary Cathedral Repair Fund Grants.



The 2016 Quinquennial highlighted the need for various other repairs to the Cathedral, inevitable given its location and being subject to salt laden moisture, primarily repairs to stonework and windows on the north elevation completed in 2017 and similar works to the south elevation the repair of the South Quire and Navy Aisle stained glass windows. Work will take place over the summer and autumn of 2018. These repairs will put the Cathedral building in arguably its best condition since becoming a Cathedral in 1927.

There still remains some question over the replacement of the Cathedral boilers and heating system, which it is anticipated will need to be undertaken within a few years, including the possibility of underfloor heating in the Nave, for which a feasibility study has just been approved. Such work along with a systematic approach to replacing light fittings in both the

Cathedral and Cathedral House with LEDs, improvements to insulation of both buildings and the possibility of fitting solar panels to some of the Cathedral House roofs are part of an ongoing commitment to looking at alternative renewable energy sources and reducing our carbon footprint in line with Church of England recommendations. We are assisted in this by our energy consultant and various Portsmouth University thermographic and other studies which inform the FAC's and Chapter's planning and decisions.

In addition to housing for the Dean and two Commissioners' Canons the Cathedral owns six flats in Old Portsmouth. All the properties are close to the Cathedral and have benefitted from significant investment in recent years. Essential repair and redecoration work to The Deanery is planned during the summer and autumn of 2018.

### **People**

There are 33 paid staff both full and part-time (not including members of the choirs). The Ministry Team comprises the four Residentiary Canons, a Reader and currently a Cathedral Curate shared with the Harbour Church. In addition, there are a number of retired priests who assist with regular services and Readers from the Diocese who fulfil the role of Duty Chaplains to meet visitors in the summer months. Pastoral support is also provided by a small team of Lay Pastoral Assistants overseen by the Canon Chancellor.



LPA's take Home Communion to those unable to attend church in addition to pastoral visits. A Bereavement Support Project is being developed.

The Cathedral is supported by 280 volunteers who undertake a wide variety of roles including helping with educational workshops, administration and gardening. The Cathedral Shop is also staffed by volunteers and the Cathedral Guides are on duty in the Cathedral to offer a warm and informative welcome to visitors.

## Additional Information

- [Cathedral website](#)
- [Cathedral reports and policies](#)
- [Parish groups](#)
- [Cathedral Statutes](#)
- [Portsmouth City Council](#)
- [Diocesan website](#)
- [Cathedral Statistics](#)
- [Rule of Life and Liturgical Plan](#)
- [Portsmouth Cathedral Mission Statistics 2017](#)
- [Map of the parish](#)

## Information for Candidates

### *Stipend, housing and office space*

The current stipend for Deans is £36,210 per annum. The Dean will live in The Deanery. The role will be offered under Common Tenure.

### *Eligibility & pre-employment enquiries*

Applicants should have the right to live and work in the United Kingdom. The appointed candidate will need to complete an Enhanced DBS check and a pre-appointment medical. The purpose of the medical is to ascertain whether there is anything the Church or candidate need to be aware of when taking up the role.

To be appointed as Dean you need to have been ordained for at least six years.

### *Induction and Development*

A transition coach will be available to support the next Dean as s/he takes up this new ministry. The new Dean will also be invited to attend a safeguarding training alongside a series of other induction meetings to help them begin in their new role.

### *Further information*

If you would like to discuss the role or have questions about the ministry of the next Dean please contact Caroline Boddington, Archbishops' Secretary for Appointments on 020 7898 1876 or email [Caroline.Boddington@churchofengland.org](mailto:Caroline.Boddington@churchofengland.org) or Brad Cook, Appointments & Vocations Adviser on 020 7898 1878 or email [brad.cook@churchofengland.org](mailto:brad.cook@churchofengland.org).

## How to apply

Portsmouth is a parish church cathedral. Vice Admiral Ben Key has been invited by the Archbishop of Canterbury to chair the panel which has responsibility for the appointment of the next Dean.

### **Voting members**

Rt Revd Christopher Foster, Bishop of Portsmouth;

Very Revd Dr David Hoyle, Dean of Bristol (the Archbishop of Canterbury's Cathedral representative);

Ven Joanne Grenfell, Archdeacon of Portsmouth, (the College of Canons representative);

Ms Emma Broome, (Lay Chapter member)

Mr Richard Smout, (Lay Chapter member)

Mr Norman Chapman, (the Bishop's Council representative)

### **Non-voting members**

Mr Brad Cook, Appointments and Vocations Adviser

To apply, please complete the online application form via [Pathways](#). The closing date for applications is **Tuesday 11<sup>th</sup> September 2018**. Please be aware that the online system will close at midnight on this day.

Interviews will take place on **10 and 11 October** in Portsmouth and candidates will have the opportunity to meet with representatives of Chapter and the Diocese prior to this. Dates for these meetings are being finalised. Before the interview, you will also be asked to complete a psychometric questionnaire.

If you have any questions about the application process, please contact Victor Oroka on 0207 898 1829 or email [aaad.office@churchofengland.org](mailto:aaad.office@churchofengland.org).