



**Dean of Wells  
Candidate Briefing Pack  
September 2023**



# CONTENTS

CONTENTS .....	2
FROM THE BISHOP OF BATH & WELLS.....	4
A NEW DEAN OF WELLS.....	8
ROLE PROFILE .....	12
BACKGROUND INFORMATION.....	15
ADDITIONAL DETAILS.....	16







Churchwardens gathering held at Wells Cathedral Summer 2023

## FROM THE BISHOP OF BATH & WELLS

Dear Potential Applicant,

Thank you for considering whether God might be calling you to be our next Dean of Wells.

We hope that the information which follows will help you as you discern whether or not to make an application.

Thank you for the prayer and thought that you will be putting into this task. We're all conscious of the emotional energy and time that making an application takes.

Whatever the outcome for you personally, please do pray with us that God will lead us to the right person, one who is able to take on this exciting and challenging role for the coming years.

Yours in Christ,

*+ Michael Bath & Wells.*

## **Bishop Michael's Personal Statement**

As someone who's been in post myself for less than a year, I have the luxury of coming to Wells and its cathedral with the fresh eyes of a newcomer. This has given me a privileged perspective. I've been able to encounter the enormous good and opportunities that Wells contains. I've also been able to see the challenges which will need to be grappled in the coming years if Wells is truly to inhabit its role as the Cathedral Church of our diocese.

I love being here. Our Cathedral and its community constantly offer me a home and a welcome. Living right next door to its precincts, it's the base from which my mission and ministry to our whole diocese extends. Within its structures and people I have found collegiality and fellowship, kindness and support. I've appreciated immensely being able to work alongside our Acting Dean, Anne Gell and our Cathedral's Chapter, staff, volunteers and congregation. I look forward to this relationship and partnership only growing as we appoint a new permanent Dean.

What's struck me most on coming to Wells has been the wonderful people who make up this place. It constantly astonishes me that God has gifted this smallest city in England with such an extraordinary variety of people of different skills and backgrounds, perspectives and abilities. Our Cathedral is made up of our congregation and volunteers, our music department, virgins and office staff, those who maintain Wells' ancient and holy buildings and our clergy, lay ministers and Chapter who lead its worship, life of prayer and management. Wells inspires a great deal of love – of God, of the Gospel and among those who live and worship here. It constantly achieves more than anyone would have reason to expect – in music, in thought, in engagement with the whole of God's world. It's been a privilege for me and my family to join this community.

Anyone who's picked up a copy of the Church Times during the last year will know that the recent history of Wells Cathedral has been challenging. The SCIE audit and a bishop's visitation have forced our cathedral to confront difficult questions about its culture and leadership. I've constantly been impressed by the willingness of all in our cathedral community to engage with troublesome truths. There is a commitment here to bringing about real and lasting change for the better. There's a great anticipation of the contribution that a new Dean will bring to this task. We're looking forward to working together towards the future that we're confident God has in store for this place. Here are some of the main aspects of the ministry that I believe the new Dean will be called to undertake:

### **Finding God's vision**

Wells Cathedral is a place that evokes huge affection – among its congregation, in the people of its city, within our diocese and across our county. Folk love coming to this place and I sense that there is an appetite for our Cathedral to play a greater part in the lives of many different people. Critical within this will be identifying ways of enabling Wells Cathedral to engage with much broader demographics in terms of age and cultural background. Already within our

Cathedral, much work is taking place to develop its strategy. A key role for our new Dean will be to take this work further and to embed it. This will mean discovering the vision God has for our county, our diocese, our city and our congregation. It will then be about working out what kind of Cathedral we need to be to serve all that God calls us to do. In this, Wells has people and staff ready to get their sleeves rolled up and to get going. This is a place of great goodwill. Our challenge is how to focus that behind the purposes God has for us and our world. All cathedrals are now medium-sized enterprises employing many different people, with funding issues and with many different aspects to their operation. Wells has its fair share of both the opportunities and challenges that go with this. The work of our new Dean will be to discover not only how to oversee all that must be done, but how what is done can happen for, through and in God.

### **Building a culture and a team**

Throw a stone in Wells and you'll likely hit a person of extraordinary talent and ability. Our musical talent is breath-taking. Our virgers are expert and devoted. Our office staff are diligent and assiduous. Our volunteers are knowledgeable and generous. Our Chapter is committed and able. This list could be extended much further. All the components exist here towards the making of a magnificent team, able to be very much more than the sum of its constituent parts. Central to achieving this will be taking forward our existing work on identifying and living out the values at the heart of our life together. The opportunity for our new Dean is to develop us as a community of prayer and worship that will help us grow together in unity and co-ordination, encouraging and giving permission for each person to offer of their very best, while holding us all within relationships of mutuality and accountability. Within our Cathedral's staffing, considerable turnover is taking place owing to retirements and people moving on. A new Canon Chancellor took up post in September 2023. An early task for a new Dean will be to work with me to appoint a new Precentor and Canon Pastor. As with all other Cathedrals, and as a result of the Cathedrals Measure 2021, Wells will operate from next year with a new constitution and system of governance. This will offer great opportunities to think innovatively about the management and direction of our Cathedral's work. As well as inhabiting their role in our Cathedral, our Dean serves as senior priest of our diocese within an affectionate, supportive and lively bishop's staff team and council. We're looking forward immensely to the contribution our new Dean will make in both those bodies and across our wider diocese.

### **Bringing joy and a passion for God**

As has been mentioned, Wells' story during the last eighteen months has been bumpy. It's an amazing tribute to our Cathedral's staff and volunteers that barely any of this turbulence has been visible to an outside observer. Nonetheless, the history that's taken place has not been without cost. An important task for a new Dean will be to bring hope, energy and above all joy. He or she will need to be a person of faith, confident in God's good purposes and personal resilience. Our prayer is that the source of our new Dean's joy will be in the 'pioneer and perfecter of our faith, who for the sake of the joy that was before him endured the cross' (Heb 12:2). Will the role of Dean of Wells be a walk in the park? By no means. But for the

person God is calling to proclaim the faith, to live out God's will, to grow God's kingdom and to love him with all their heart and mind and soul and strength, this is an amazing opportunity to find in him a joy and peace that passes any understanding this world can offer. We are hugely grateful for your considering whether that person could be you.

Thank you for reading this profile. I hope that you'll be willing to think about putting in an application. If so, I look forward to travelling through this process with you.

+ Michael Bark & Wells.



## A NEW DEAN OF WELLS

### Statement of Need by Wells Cathedral Chapter

#### The Heart of Wells

Wells Cathedral stands at the heart of this tiny city, providing a place of prayer, peace, and beauty that is open and welcoming to all. For over 800 years, it has been steeped in prayer, and that daily rhythm of worship lies at the centre of its ministry. The excellent choral tradition enhances worship, and the sweeping gothic architecture looks heavenwards.

Thousands of visitors come each year to see this building and the medieval street of Vicars' Close. Over 350 volunteers ensure that all visitors are welcomed, able to experience a guided tour, or receive spiritual help.

The Cathedral is the seat of the Bishop and works closely with him and the Diocese, so that Parishes can look to their Cathedral for spiritual support. The Diocese of Bath and Wells is extensive, including both small and remote communities but also major cities with large churches such as Bath Abbey and Taunton Minster. Wells Cathedral serves the whole Diocese and County by commemorating major occasions of both joy and sadness.



## **Worship and Prayer**

The daily cycle of prayer begins with Morning Liturgy at 8.00 a.m., which includes a daily Eucharist. On Weekdays, a lay Chaplain provides prayers at the historic Clock, and on Wednesdays there is a 10.00 a.m. Eucharist.



Evensong is sung daily at 5.15 p.m., except on rare occasions when it is replaced by Evening Prayer. On Sundays, there is a Book of Common Prayer Eucharist at 8.30 a.m., the main Eucharist at 10.30 a.m., and Evensong at 3.00 p.m. (incense is used at Festivals). During the Eucharist, children have their own worship service at Wellsprings. In addition to these regular services, there are many special services, County services, and Diocesan services.

The Cathedral congregation diminished during Covid, and although numbers have grown since, the congregation is predominantly elderly. Our music outreach programme has introduced many families to the Cathedral, although this has not yet translated into new regular attendees. There is considerable potential to create new initiatives that reach out to a wider age range, particularly if the Cathedral were to work with the Diocese and Parishes.

There is the benefit of being affiliated to Wells Cathedral School, a specialist music school, with all the opportunities that affords. The Cathedral has a close relationship with Wells Cathedral School, and the Dean is an ex officio governor.

## **Strategic Plan**

Wells has been through a time of upheaval, and Chapter is currently working on its strategic plan, with the intentions of defining its core values, caring for the Cathedral community, and working towards stability and sustainability of finance and resources. Alongside this, Chapter has been looking towards Environmental sustainability, and has secured a Silver Award from the A Rocha UK EcoChurch scheme.

Part of our strategic plan towards sustainability is the exciting project on Vicars' Close, which will enhance visitors' understanding of our rich cultural, musical, and liturgical heritage. Recent changes to personnel—particularly among clergy—has meant that our theological educational programme has been substantially reduced, although the work with schools has continued. With the appointment of a new Canon Chancellor, this is about to change.

Organisation Wells is amongst the last of the cathedrals completing Charity Commission registration. It will have a new Chapter in place by the beginning of 2024. The Cathedral is

managed by the Dean, two residentiary Canons (as well as two non-executive residentiary Canons), a Chief Operating Officer, Finance Officer, and other Heads of Departments.





## **ROLE PROFILE**

### **Purpose of the role**

To lead the life and work of Wells Cathedral and to share with the Bishop of Bath and Wells and other senior colleagues in the oversight of the Diocese of Bath and Wells.

### **Opportunities of the role**

These will include:

- Giving priority to rebuilding the team and culture at the Cathedral as identified by the Bishop's Visitation Report and the SCIE Audit Report; nurturing a community rooted in prayer and worship. Further developing the work that has begun on values, consistent role modelling, caring and engaging leadership will be key;
- Helping the Cathedral fully grasp the opportunities of a new governance context, always striving to ensure that sound governance and accountability are in place;
- Developing an exciting, joyful vision with and for the Cathedral about its role in mission in the City, historic County and Diocese. Building relationships and partnerships, making sure that the Cathedral is recognised for its hospitality and seen as a key partner, welcoming, open and interested in all those outside its walls;
- Looking to build on what is already good and developing new evangelistic opportunities for the sake of spiritual and numerical growth, encouraging discipleship as well as growing the Cathedral community to be younger and more diverse;
- Recognising and grasping the challenges and opportunities facing the Cathedral, particularly in terms of fundraising and financial sustainability. Excited to play a full part in communicating the vision of the cathedral and willing to engage in realising the enormous potential of the projects that are already in train;
- Continuing to recognise, appreciate and develop the rich heritage and fabric of the Cathedral and its estate as something that needs careful and constant stewardship to be sustainable, particularly recognising the Church's commitment to Carbon Net Zero.

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

These main responsibilities are common to all Deans in the Church of England:

- 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, and to be a member of the Bishop's Council, the Bishop's Staff Team and the Diocesan Synod;
- 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 exercise responsibility for safeguarding of children, young people and vulnerable adults, the pastoral care of survivors of abuse, and the creation of a culture in which all will flourish, and which is coherent with the safeguarding policies of the Church of England;

- 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, working with any successor to the Cathedral Council and relevant 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 worship and prayer;
- To lead the mission and outreach of the Cathedral, including the presentation of its heritage and the interpretation of the Gospel message of which the building speaks, to have oversight of the Cathedral's development and to lead in securing funds for its immediate and long-term future;
- To ensure that the Cathedral's operations are properly managed, including staff, finance, compliance and the care of the fabric; and
- To ensure that the constitution and statutes are faithfully observed.

### Person specification

Someone who is/has:

- **An experienced, encouraging leader and pastor.** Someone who is emotionally intelligent, visible, communicative, unifying, rallying and compassionate. A positive leader with energy who is joyful, collaborative, and humble. With experience of leading, motivating and empowering staff and volunteer teams, and developing a healthy, safe culture;
- **Visionary, strategic, and resilient,** who looks to the long-term with the ability to instil and inspire a powerful sense of vision, momentum, and purpose;
- **An innovative and creative leader** who is grounded in prayer, committed to helping people develop as confident missionary disciples and growing the church younger and more diverse. A preacher and teacher gifted in mission with the ability to navigate and balance the spiritual with the commercial;
- **A love for Anglican worship,** its choral tradition, music and liturgy. Someone who will maximise the missional potential of worship, whilst also being open to embracing different styles and ways of being Church;
- **Gifted in developing partnerships and able to break down barriers.** Someone who is instinctively inclusive, celebrates diversity and who will use the Cathedral's convening ability to make the most of its place at the heart of the City, the historic County and Diocese. Someone who enables and promotes community engagement and ownership;
- **Competent in good governance and effective implementation.** Strong financial, fundraising, income generation, commercial and property experience. An ability to enable, articulate and sustain long term projects.



## BACKGROUND INFORMATION

This briefing pack is produced by the appointment panel to provide further information about the key themes, opportunities and challenges which the panel have identified for the ministry of the next Dean.

### Useful resources

The following websites may be of interest to people exploring a call to this role:

- [Wells Cathedral](#)
- [Wells Cathedral Annual Report and Accounts](#)
- [Diocese of Bath and Wells](#)
- [Bath & North East Somerset Council](#)
- [North Somerset Council](#)
- [Somerset Council](#)
- [Wells Cathedral Choir](#)
- [Visit Wells](#)
- [Friends of Wells Cathedral](#)
- [Visit Bath](#)
- [University of Bath](#)
- [Bath Spa University](#)

[Bishop Michael's Wells Special Visitation Statement](#)

[SCIE Safeguarding Audit Report](#)



## ADDITIONAL DETAILS

### Stipend

The stipend from 1 April 2023 for Deans is £39,953 per annum. The role will be offered under Common Tenure.

### Lodgings

The Dean's house is 25 The Liberty, Wells and is located less than two minutes' walk from the cathedral itself. It is a grade II\* listed property and has 2 reception rooms and a separate dining room on the ground floor, and 2 further reception rooms/bedrooms on the first floor with 6 bedrooms spread over the first and second floor. There are three bathrooms and a ground floor cloakroom/w.c. The property benefits from gas central heating. There are large private gardens surrounding the property and a double garage, accessible from the garden. There is parking for at least one additional car. The property was completely refurbished in 2015/2016 and is in immaculate condition, with some soft furnishings available.

The Chapter recognises that the house is relatively large and may not suit all candidates. If this is the case, a conversation about alternatives may be had.





### **Eligibility & pre-employment enquiries**

To be appointed as Dean you need to have been ordained for at least six years. Applicants should have the right to live and work in the United Kingdom. The appointed candidate will need to satisfactorily complete an Enhanced DBS check and pre-appointment occupational health clearance.

## **Safeguarding**

Experience of your competence in managing safeguarding forms a key part of the discernment process, as well as enquiries to reassure the appointing panel that you are not a safeguarding risk.

Shortlisted candidates will be asked to complete a confidential declaration and your Bishop will provide a Clergy Current Status Letter (CCSL), prior to interview, having examined your blue file. We will also ask your referees to comment on your approach to managing safeguarding.

In the event of safeguarding concerns being raised, the Archbishops' Secretary for Appointments will liaise with your bishop, the Chair of the panel and the National Safeguarding Team (NST) for advice and direction on how to proceed. If any issues raised cannot be resolved within the timescales for the appointment process, you may be asked to withdraw.

## **The Appointment Process**

The Dean of Wells is a Crown Appointment. Ms Jane Pleace has been invited by the Archbishop of Canterbury to chair the panel which has the responsibility to nominate the next Dean of Wells. The other members of the selection panel are:

### **Voting members**

The Rt Revd Dr Michael Beasley	Bishop of Bath and Wells
The Very Revd Jonathan Greener	Cathedral Representative
The Revd Prebendary Noel Hector	College of Canons Representative
Mr David Morgan-Hewitt	Chapter Representative
The Revd Prebendary Narinder Tegally	Bishop's Council Representative

### **Non-voting members**

Mrs Helen Averill	Senior Appointments Adviser
Mrs Helen Dimmock, MBE	Crown Ecclesiastical Secretary
Revd Preb Stephen Lynas	Advisory Member
Mrs Katie Allen	Observing as Diversity & Inclusion Specialist

## **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 safeguarding training alongside a series of other induction meetings to help them flourish in their new role.

## Next steps

This briefing pack has been prepared by the appointment panel to help you discern whether you are being called by God to be the next Dean of Wells. If you have been stirred by what you have read and would like to discuss the role further, you can arrange an informal conversation with Helen Averill, Senior Appointments Adviser, via [helen.averill@churchofengland.org](mailto:helen.averill@churchofengland.org).

To apply, please complete the online application form via Pathways. You are advised to read the [guidance notes](#) before starting your application. The closing date for applications is **Tuesday 10<sup>th</sup> October 2023**. Please be aware that the online application system will close at midnight on this day.

As part of the interview process, we make use of psychometric profiling to support appointment and discernment work. Candidates will be invited to complete psychometric questionnaires and discuss the themes from these with an external consultant. If shortlisted, you will need to be available to speak with the consultant.

If you have any questions about the application process, please contact:

Liz Dore, Recruitment Manager:

Telephone: 020 7898 1768

E-mail [aaav.office@churchofengland.org](mailto:aaav.office@churchofengland.org)

The interviews will take place on **Tuesday 21<sup>st</sup> and Wednesday 22<sup>nd</sup> November** in Wells. Please keep both days clear in your diary.

