



GLOUCESTER CATHEDRAL

CHAPTER MEMBER TRUSTEE

Recruitment Pack

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Thank you for considering whether you could contribute to the governance and leadership of Gloucester Cathedral in the role of Trustee and Member of Chapter. We have a remarkable heritage and ambitious plans for the future, as we enter into a new chapter of the Cathedral's life with a new senior team and new strategic priorities going forward. Supporting strong and strategic governance will be focal to enabling these ambitions to be realised.

Inspired by the gospel of Jesus Christ, the Chapter will be looking to outwork our four key priorities around deepening the community in worship and prayer; securing the future of our buildings and finances; engaging with the city, county and diocese in learning, social outreach and action; and extending our tradition of Benedictine hospitality, using our assets and partnerships to make a positive contribution to the life of our city, diocese and county in a way that is missionally focused but financially informed. Our priorities align well with the LIFE vision of the Diocese of Gloucester, as together we seek to encourage people to explore Jesus' invitation to discover life in all its fullness.

The Bishop of Gloucester, the Rt Revd Rachel Treweek has her seat or 'cathedra' in the Cathedral and oversees our life as both our Bishop and Visitor. However, the governance of the Cathedral rests clearly with its own governing body, the Cathedral Chapter. Members of the Cathedral Chapter guide the life of the Cathedral in their role as trustees for the organisation. Since November 2022, this responsibility has come under the oversight of the Charity Commission, as well as the Church Commissioners, following on from the Cathedrals Measure of 2021.

The term 'Chapter' is rooted in our inheritance as a Benedictine Community before the former Abbey of St Peter was re-founded as a Cathedral by Henry VIII. The governance of the monastery was founded on the Rule of St Benedict, a chapter of which was read out to the community as it met to conduct business in the Chapter House. This heritage survives, not only in the governing body of the Cathedral being called 'Chapter', but in the Benedictine values of prayer, learning, hospitality and service to others which continue to inspire our life today.

The Cathedral Chapter is chaired by the Dean. 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.

I hope the rest of this pack will give you an insight into the life of the Cathedral, its priorities and development plans, and what we are hoping for in new Chapter members. Please do not hesitate to be in touch if you would like to talk through the possibilities further.

*The Very Reverend
Andrew Zihni*
DEAN OF GLOUCESTER



CATHEDRAL *Governance*



CATHEDRAL CHAPTER

The Cathedral Chapter is the governance authority for the Cathedral, and is made up of both clergy and lay members. Chapter is responsible for the strategic oversight of all major Cathedral matters.

Our current 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.

We are now seeking two new members of the Cathedral Chapter.

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.



CHAPTER MEMBER (TRUSTEE)

Role Profile Overview

Role: Member of Chapter	Location: Gloucester Cathedral	Responsible to: The Chapter	Overriding Duty: Governance of the Cathedral
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Chapter comprises members who are lay and ordained, executive and non-executive as set out in the Cathedral's Constitution. Lay Chapter members provide constructive challenge, input and support to the Cathedral's strategic direction and operational implementation.

Responsibilities of Chapter

A Member of Chapter shall take a full part in the discussions and decision-making of the Chapter as it fulfils its statutory responsibilities:

- to order the worship and promote the mission of the Cathedral
- to formulate proposals in connection with the strategic direction and mission of the Cathedral
- to manage all property vested in the Cathedral and the income accruing from it
- to ensure that necessary repairs and maintenance of the Cathedral and its contents and other buildings and monuments are carried out
- to attend to all matters concerning the appointment of staff to the Cathedral
- to prepare an annual report and accounts
- to keep under review the Constitution and Statutes of the Cathedral
- to ensure legal and regulatory compliance
- to exercise the power if necessary to provide for the incorporation of limited companies for the better management of the Cathedral

Contributing to the Cathedral's Life, Worship and Mission

A Member of Chapter shall contribute the skills and experience they bring to the Cathedral as opportunity allows, for example:

- by serving on such incorporated limited companies as the Chapter may establish, on subcommittees of the Chapter and on any working groups of the Chapter as may be created
- by attending and contributing to worship at the Cathedral
- by contributing to the ministry of hospitality offered at the Cathedral and to such other Cathedral activity as may be appropriate.

In general:

- to ensure their own compliance with the Chapter's policies and procedures, and contribute
- to the review and development of policy and practice
- to promote and uphold the Cathedral's reputation and good standing at all times

Commitment

Tenure

If successful, candidates will undertake a six-month probationary period after which the new member will be installed as a Chapter Canon. The tenure is a three-year appointment in the first instance. A Chapter Member may serve for a maximum of three, three-year tenures.

Meetings

Chapter meets ten times per year, usually for three hours on a Thursday morning, although we are willing to change the meeting days and times to meet the needs of new and existing member. Papers are received in advance and all members of Chapter are expected to have read papers and to be prepared to contribute as needed to discussion. Chapter does not normally meet in August.

Expenses can be claimed for attendance at meetings or carrying out functions on behalf of Chapter.

Charities Act

Chapter members must be eligible to be trustees under the Charities Act.

Chapter members may not act as a trustee if they are disqualified unless authorised to do so by a waiver from the Commission. The reasons for disqualification are shown in the disqualifying reasons table issued by the commission but include:

- being bankrupt or having an individual voluntary arrangement (IVA)
- having an unspent conviction for certain offences (including any that involve dishonesty or deception)
- being on the Sex Offenders Register

Person Specification

1. Communicant member of the Church of England (within the meaning given in Rule 83(2) of the Church Representation Rules), or a communicant member of a Church which is not in communion with the Church of England but subscribes to the doctrine of the Holy Trinity
2. Committed to the Cathedral's Christian vision, mission and ministry
3. Able to carry out legal duties as set out in the Charity Commission's 'CC3 - The Essential Trustee' and make decisions in accordance with the guidance provided in 'CC27 - It's Your Decision'
4. Willing to follow the Chapter's Code of Conduct and to uphold all of Chapter's safeguarding responsibilities
5. Demonstrable strategic leadership and management skills; previous experience volunteering as a trustee is welcome but not essential
6. Willingness to attend to professional personal development including undertaking training
7. Able to commit a minimum of eight hours a month to attending Chapter meetings (or other business on behalf of Chapter) including preparation for meetings

Closing Date: 8 June Interviews: 17 June

If this role feels right for you, then we would love to explore it with you through an informal chat with one of our existing trustees. Email recruitment@glosdioc.org.uk to arrange a call.

Visit this link for information on how to apply:

www.gloucestercathedral.org.uk/cathedral/about/work-for-us

A PLACE *for* EVERYONE



Our CATHEDRAL

THE CATHEDRAL TODAY

Gloucester Cathedral welcomes around 400,000 visitors a year and entry is by donation. The Cathedral is governed by Chapter, chaired by Margaret Sheather, Senior Non-Executive Member (SNEM).

We employ approximately 75 members of staff (50 FTE) and have nearly 400 volunteers, who are essential for ensuring our day-to-day activities run smoothly.

Our vision is that inspired by the Gospel of Jesus Christ we seek to be in tune with heaven and in touch with daily life. Our four strategic priorities for the next stage of the Cathedral's life are:

- Extending hospitality
- Deepening spirituality
- Growing learning and participation
- Revitalising heritage

We strive to provide high-quality, accessible worship for all, 365 days a year within the Anglican choral tradition, as well as being a convening space for important Diocesan events. We are lucky inheritors of an outstanding musical heritage and are actively playing our part in its development and continuation through the In Tune music campaign which will rebuild our famous Cathedral organ as well as greatly expanding and diversifying our music education offer.

We are also renowned for our innovative and high-quality partnerships with a range of artists and exhibitors, including our recent collaboration with Luke Jerram on Mars which included a well-received programme of education and engagement events. And we reach out to our local and county community with an exciting programme of school tours, family activities, adult education, and community engagement ranging from youth violence prevention work to our long-standing Breakfast Club serving local people experiencing homelessness.



A LIVING TRADITION

We strive to be a truly 21st century cathedral, drawing on the 1,300 years of history that have shaped who we are today.

In 678-9 AD, a religious house was founded on this site by Osric, an Anglo-Saxon prince. It was led by his sister, Abbess Kyneburga. The monastery was re-founded by William The Conqueror, who appointed Abbot Serlo in 1072. As the Abbey of St Peter, it followed the Rule of St Benedict; this

Benedictine inheritance remains important for us today. The Abbey was dissolved in 1540 and re-founded by Henry VIII as Gloucester Cathedral in 1541.

This history lives on through our daily rhythm of prayer and worship, in our commitment to be a place of learning and participation, and in the hospitality and welcome which we seek to offer to all who come.

Strategic PRIORITIES

1

EXTENDING HOSPITALITY

To offer a heartwarming welcome and outstanding experience, following the Gospel principles of hospitality, which makes people feel they belong, whatever the purpose of their visit.

AIMS

- Welcome more visitors to come to experience something of the love of Christ, exemplified through all that the Cathedral offers
- Attract underrepresented communities through effective programming and partnerships.
- Improve the quality of visitor experience, following our Benedictine tradition of hospitality.



2

DEEPENING SPIRITUALITY

To provide accessible and enriching spiritual engagement, appropriate pastoral care and the highest standards of liturgy.

AIMS

- Intentionally increase worship attendance and diversifying congregations.
- Ensure that every visitor can access appropriate pastoral support through teams of Chaplains.
- Provide opportunities for everyone to engage with the Cathedral on a spiritual level, wherever they might be on their faith journey.



Strategic PRIORITIES

3

GROWING LEARNING AND PARTICIPATION

Using our USPs (place, partnerships and impact) to build community, improve wellbeing, inspire personal development and present our Christian faith in an accessible and attractive way.

AIMS

- Nurturing the whole person: educational and wellbeing activities for all ages e.g. school visits, Breakfast Club, family activities, lectures, Summer of Mindfulness
- Offering opportunity: creative, inclusive and relevant roles for audiences to participate in all aspects of Cathedral life and to develop new skills, e.g. volunteering, partnerships with local organisations
- Developing talent: sustainable learning, music and heritage programmes, e.g. stonemason apprentices, music academy



4

REVITALISING HERITAGE

Securing the future of our Cathedral for the next generation, so that the Gospel of Christ's love for all can continue to be proclaimed.

AIMS

- Tangible heritage: conserving developing and greening the cathedral and its physical assets for the benefit of people and communities, and for our mission, today and always.
- Intangible heritage: sustaining our spiritual and musical traditions by widening participation and increasing relevance and engagement in the Gospel.
- Building investment: establish meaningful connections to unlock long-term financial sustainability and also to further mission and our principle of hospitality.



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



IN TUNE

MUSIC & ORGAN *Campaign*

For nearly 1,000 years, music has been at the heart of Gloucester Cathedral. It has opened doors to worship, community, and creativity. Our choirs, our organ, and our musicians have been the heartbeat of this sacred space, uplifting and inspiring all who hear them.

Today, we stand at a pivotal moment in this musical history. Through this campaign, we seek to open the doors of Gloucester Cathedral's musical excellence and ensure that the next generation can experience and participate in the transformative power of music. Music is for everyone and Gloucester Cathedral is committed to providing musical and singing opportunities for people of any age, background or ability.

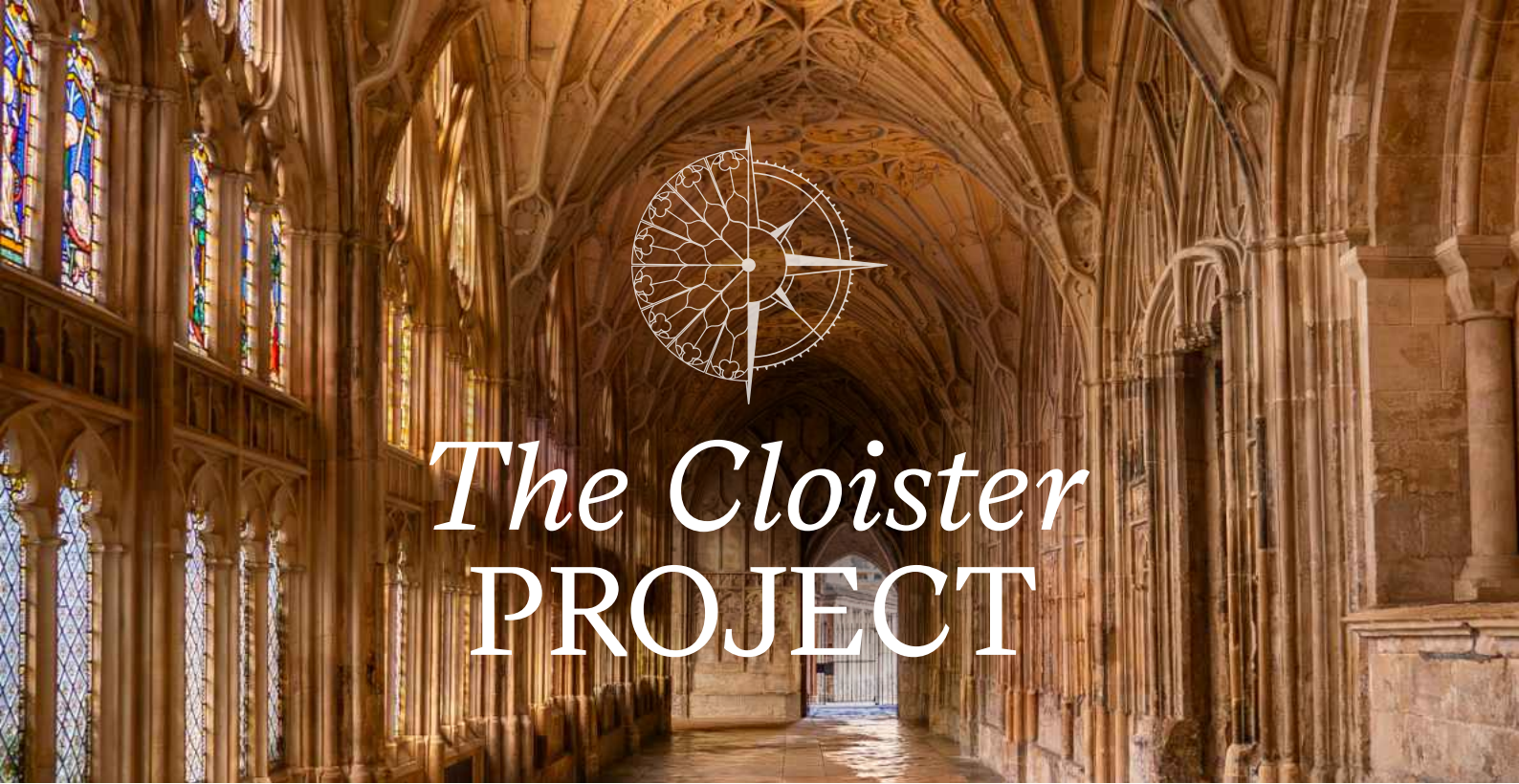
At the heart of In Tune is the launch of our Singing and Organ Academies. With plans to expand our music education programmes, offering thousands of young people the chance to participate in workshops, performances, and singing opportunities within the cathedral's magnificent walls.

Expanding our Choirs will provide even more young people access to a first-rate musical education in a supportive and inspiring environment. We will introduce educational programmes, allowing young musicians to engage with and learn from our newly restored organ. We'll establish a regular family service,

partner with local schools and charities to host annual 'come and play' workshops. Importantly, we will invest in our Cathedral Choir and Choristers, ensuring that this long-standing tradition of musical excellence and lifelong learning continues for generations to come.

And, of course, central to all this activity is our historic 1666 organ. This remarkable instrument has been the foundation of Gloucester Cathedral's musical life for centuries, and is intrinsic to all events, celebrations and services. It represents the only complete 17th-century cathedral organ case in this country. It has been associated with many illustrious musicians over the centuries, including the likes of Sir Herbert Brewer, John Stafford Smith and Ivor Novello. As part of In Tune, we are restoring and revitalising the organ to ensure its music continues to enrich our worship and community life for centuries to come. However, in 2022, after a sudden failure, the instrument fell silent. Since then, we have been diligently fundraising to restore this magnificent instrument to its former glory.

We urgently need to raise £3m to undertake this significant refurbishment and to ensure the longevity of the musical heritage in our Cathedral. Thanks to the generosity of our supporters, we have reached £1.9 million towards our goal, including a substantial donation from the Julia Rausing Trust.



The Cloister PROJECT

The Great Cloister Project is a bold, ten-year conservation initiative, beginning with essential repairs to the East Walk. This remarkable 14th-century structure is not only the world's earliest known example of fan vaulting—a revolutionary innovation in Gothic architecture—but also a powerful symbol of resilience, creativity, and community.

The Cloister's exquisite cone-shaped vaults, assembled with ingenuity and daring by medieval stonemasons, mark a pivotal moment in architectural history. Crafted just after the devastation of the Black Death, this space became a sanctuary of spiritual discipline and monastic learning—a quiet haven for the monks of Gloucester Abbey. Its impact was profound: the experimental fan vaulting pioneered here went on to influence iconic buildings such as King's College Chapel in Cambridge and Bath Abbey, establishing Gloucester as a birthplace of Perpendicular Gothic design.

Today, the Cloister continues to inspire. Known to millions worldwide as the corridors of Hogwarts in the Harry Potter films, its real magic lies in its enduring role as a place of learning, reflection, and wonder. It draws hundreds of thousands of visitors each year, with many travelling from around the globe to stand where history and imagination meet.

However, the Cloister is now in urgent need of care. A 2019 inspection revealed severe damage from outdated cement-based repairs that are trapping moisture and accelerating stone decay. The roof, compromised by cracked concrete, allows water ingress that threatens both the fabric and the future of the building. In addition, a number of stained-glass panels around the Cloister are severely warped and in urgent need of repair.

Phase One will address five bays in the East Walk and includes meticulous repairs to the roof, stonework, stained glass, and rainwater systems. We will be applying the expertise gained through our North Nave restoration—which not only revitalised a key area of the Cathedral but also trained new heritage craftspeople and opened up exciting public engagement opportunities. This project will also continue our commitment to developing the next generation of stonemasons and heritage craftspeople, ensuring these vital skills are passed on.

We urgently need to raise £1 million to undertake this vital refurbishment of the East Walk and secure the long-term future of the Cloister.

GLOUCESTER
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Thank you

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