



Gloucester
Cathedral

OPERATIONAL
Plan

2026 - 2030



Foreword

This Operational Plan sets out how Gloucester Cathedral will live its strategic vision - *to be in tune with heaven and in touch with daily life*. Rooted in Christian worship and spirituality, learning, and the gospel values of welcome, the Cathedral stands for the glory of God in Jesus Christ and for the good of all people.

Our strategic priorities - sustaining our fabric and heritage, deepening welcome, serving our community, caring for creation, and fostering financial resilience and operational excellence - provide the enduring framework for this plan based on the principles of the Christian Gospel. While these priorities remain constant, the specific deliverables and actions will evolve as we understand and adapt to the realities of today: balancing the demands of historic building maintenance, rising operational costs, changing visitor expectations, a growing thirst to explore spirituality within our society and increasing social need in our city and county.

We operate in a complex climate. Environmental sustainability, financial pressures, safeguarding, and the need to remain a relevant and welcoming presence all present ongoing challenges. By aligning our operational activity with our strategic priorities while remaining flexible in our approach, we aim to ensure that Gloucester Cathedral continues to thrive as a place of Christian worship, a centre for learning, and a hub for community engagement.

I commend this Operational Plan to all who share in the life of the Cathedral - Chapter, the Diocese, colleagues, volunteers, and supporters alike - as a guide for stewardship, collaboration, and mission in a world that increasingly needs the hope, care, and aspiration that the Gospel of Jesus Christ speaks to.

The Very Reverend Andrew Zihni

DEAN OF GLOUCESTER

January 2026

Our VISION

“A place for everyone ... a place for living in tune with Heaven and in touch with daily life.”



OUR VALUES



LEARNING

Preserving knowledge, sharing expertise, and nurturing curiosity

COMMUNITY

Serving the city, diocese, and wider society with Christ-like compassion



OPPORTUNITY

Innovating and providing platforms for growth and engagement

MINDFULNESS

Acting with care, integrity, and attention to detail

EXCELLENCE

Pursuing the highest standards in worship, heritage, and operations

OUR STRATEGIC PRIORITIES

EXTENDING HOSPITALITY

Welcoming all who come through our doors

DEEPENING SPIRITUALITY

Nurturing Christian worship and faith at the heart of our life together

GROWING LEARNING & PARTICIPATION

Inspiring discovery, creativity, and engagement

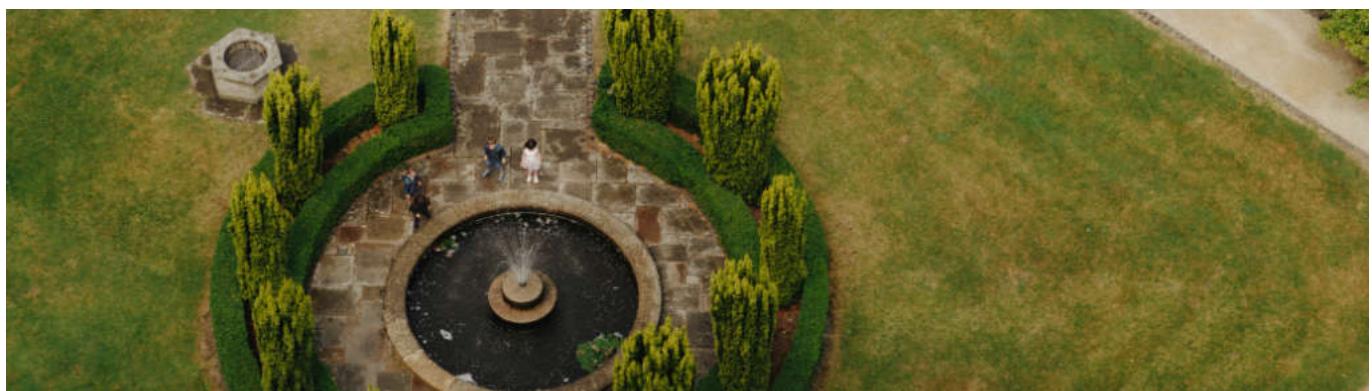
REVITALISING HERITAGE

Caring for and reimagining our historic place for future generations



OUR OPERATIONAL VISION

A flourishing Cathedral at the heart of the city, witnessing to the values of Jesus Christ, sustainably resourced, where every action extends hospitality, deepens spirituality, grows learning and participation, and revitalises our heritage for generations to come.

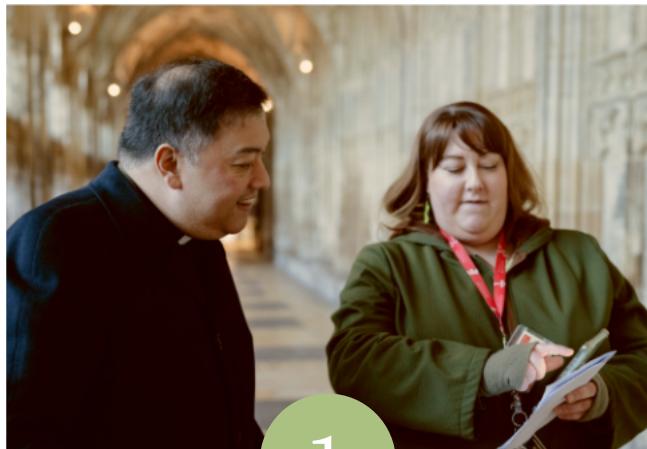


OUR OPERATIONAL MISSION

To operate with insight, resilience, and effectiveness, using data, strong processes, and valued and high-performing people to deliver safe, sustainable day-to-day operations, grow our resources, within the tone of our Christian principles, to tell the stories that connect our Cathedral with its communities.

How we work: LINES OF OPERATION

The Lines of Operation describe how we strengthen our foundations so our strategic priorities can be achieved over time. The Strategic Priorities describe what we seek to nurture. The Lines of Operation describe how we organise, learn, invest, and act to make it possible. These Lines of Operation are as follow:



1

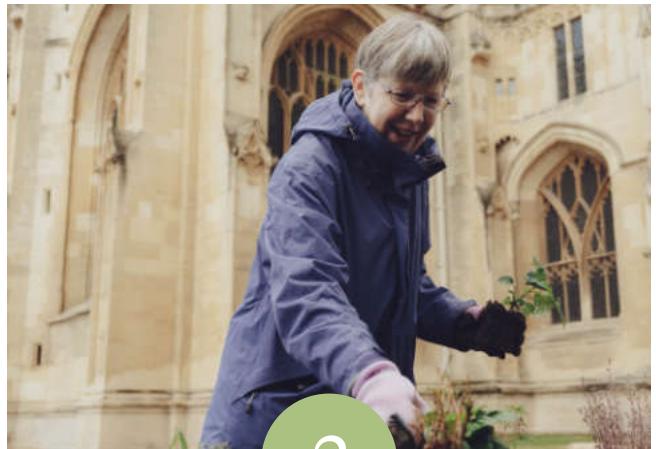
UNDERSTAND

To **understand** our operations, audiences, and resources, so we can make informed decisions and tell the stories that inspire, **we will**:

- Improve the clarity and usefulness of financial and performance information.
- Strengthen our understanding of who visits, volunteers, learns, participates, or donates — and why.
- Assess the condition, potential, and future shape of our estate.

Outcome:

Shared insight shaping better choices, planning, and storytelling



2

GROWTH

To **grow** income, resources, and capabilities so we are financially resilient and can expand our impact across worship, community, heritage, and learning, **we will**:

- Strengthen commercial activity and visitor experience.
- Build donor relationships and stewardship for the long term.
- Improve how we tell our story — in person, on-site, and digitally.

Outcome:

Resources that enable rather than limit our Christian ministry and mission



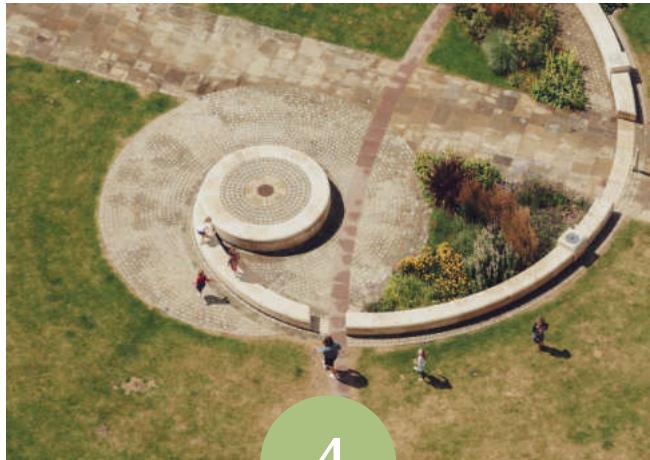
3

EFFECTIVENESS

To develop an **effective**, high-functioning organisation where people are valued, confident, and supported to do their best work, **we will**:

- Identify and address skills and capacity needs.
- Use technology wisely and to increase effectiveness.
- Co-create and embed a shared Culture Charter.
- Improve clarity of roles, processes, and decision-making.

Outcome:
A cohesive, capable, collaborative
Cathedral team



4

SUSTAIN

To **sustain** safe, reliable, and responsible daily operations that protect our people, place, and long-term wellbeing, **we will**:

- Strengthen safeguarding, health & safety, fire, and data protection.
- Maintain essential compliance systems and routines.
- Embed a thoughtful, disciplined approach to everyday decisions.

Outcome:
A Cathedral that is well-managed,
compliant and resilient





Working with Others: SERVING CITY & COUNTY

We recognise our role as:

1

A spiritual heart for the city and county witnessing to the Good News of Jesus Christ

2

A custodian of heritage of national significance

3

A partner in culture, education, wellbeing, and civic life

We will continue to work collaboratively with the Diocese, city and county councils, schools, universities, cultural partners, charities, and community organisations - recognising that our impact is greater when it is shared.



A *Living* PLAN

**This Operational Plan is not a fixed document.
It is living, reviewed, adapted, and refined as:**

Our understanding of our community deepens

Resources change

Learning accumulates



We will pause regularly to ask:

What have we learned?

What needs to change?

Where do we now place
our energy?

Progress will be discussed in open, honest conversation at team, leadership, and Chapter levels, ensuring shared ownership and alignment.

In SUMMARY

This plan strengthens the foundations from which the Cathedral can continue to:



**Worship
deeply**



**Welcome
generously**



**Inspire creativity,
curiosity, and faith**



**Care for the fabric
entrusted to us**



**Serve the city and county with
humility and purpose in
accordance with Gospel values**

*So that Gloucester Cathedral continues to
flourish now and for generations to come.*

GLOUCESTER CATHEDRAL

Thank you

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