

A woman wearing a white hard hat and a dark jacket is working on a stone wall. She is using a tool to work on a joint in the masonry. The wall is made of large, light-colored stone blocks with visible mortar joints. The scene is set outdoors, with a blurred background showing more of the building's structure.

GLOUCESTER  
CATHEDRAL

HEAD *of* FABRIC  
& PROPERTY

INFORMATION PACK

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## **Thank you for your interest in the position of Head of Fabric & Property at Gloucester Cathedral.**

We're launching the search for a new Head of Fabric & Property - a key member of our Cathedral Leadership Team with responsibility for Gloucester Cathedral's historic fabric and extensive property portfolio. This is a pivotal role with the potential to make a lasting and transformational impact on the life of the Cathedral.

The Cathedral exists for everyone. The Head of Fabric & Property will work closely with colleagues, contractors, and partners to ensure our buildings and grounds are safe, welcoming, and well cared for - supporting more than 400,000 visitors each year. At the same time, they will lead the conservation and thoughtful development of our estate so that it continues to serve future generations.

With oversight of the Fabric of the Cathedral and more than 60 historic properties, the post-holder will contribute to and deliver a

Property Strategy that strengthens both our environmental and financial sustainability.

The Cathedral's three-year Operational Plan sets out the next phase of our vision: to be in tune with heaven and in touch with daily life. As project co-ordinator, the Head of Fabric & Property will play a central role in delivering our capital programme - ensuring projects are well planned, well run, and deliver real, measurable outcomes. They will also lead the next stage of our pathway to Net Zero.

I hope this pack gives you a clear sense of the Cathedral's direction, our priorities, and the significance of this role. It's an opportunity to shape an extraordinary place and leave a meaningful legacy. If that resonates, we would be delighted to hear from you.

*Barry McMaster*  
CHIEF OPERATING OFFICER

# Our CATHEDRAL

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## A LIVING TRADITION

The Head of Fabric and Property will play a crucial role in enabling us to be a 21st century cathedral that draws on the 1,300 years of history that have shaped the organisation 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 the daily rhythm of prayer and worship which is the heartbeat of the Cathedral's life, 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.



## THE CATHEDRAL TODAY

Inspired by the Gospel of Jesus Christ, we seek to be in tune with heaven and in touch with daily life. Our strategic priorities are:

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

We welcome around 400,000 visitors each year, with entry to the Cathedral offered by donation. The Cathedral is governed by the Cathedral Chapter and supported by a dedicated team of around 84 staff and more than 400 volunteers, whose commitment is vital to the smooth running of our daily life and activities.



# OUR CATHEDRAL WELCOME VALUES

Everything we work towards is done in a way which meets our values.  
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	<ul style="list-style-type: none"><li>• We offer a warm welcome to everyone, making eye contact, smiling and saying hello</li><li>• We are identifiable and give our names where possible</li></ul>
Encouragement	<ul style="list-style-type: none"><li>• We recognise the different needs and motivations of visitors and adapt our approach accordingly</li><li>• We take time to engage with visitors, to offer help where appropriate and to make them feel special</li></ul>
Learning	<ul style="list-style-type: none"><li>• We encourage questions, no query is irrelevant or too small</li><li>• As appropriate, we explain clearly the Cathedral's daily life, worship and traditions</li></ul>
Community	<ul style="list-style-type: none"><li>• We recognise that we have a wide variety of visitors</li><li>• We make it clear the Cathedral is for everyone</li></ul>
Opportunity	<ul style="list-style-type: none"><li>• Where appropriate, we introduce the purpose of the Cathedral and invite visitors to take part in a range of activities</li><li>• We provide opportunities for visitors to give feedback and make them feel their views and voices are important</li><li>• We give visitors the opportunity to contribute financially towards the Cathedral</li></ul>
Mindfulness	<ul style="list-style-type: none"><li>• We are sensitive to what is going on around us</li><li>• We are tolerant and understanding of others and manage our own reactions</li><li>• As appropriate, we help others to explore their spirituality while they are here</li></ul>
Excellence	<ul style="list-style-type: none"><li>• We make sure visitors receive a proper goodbye</li><li>• We positively represent the Cathedral and are supportive of all our colleagues</li><li>• We strive to be world class in all we do</li></ul>



HEAD *of* FABRIC  
& PROPERTY

# A PLACE *for* HERITAGE

It is important that applicants - especially those from outside the Cathedral community - understand the distinction between the Cathedral (the building) and the Cathedral (the organisation), and between the Cathedral building and its wider estate.

The Cathedral building, lying within the historic red line, is a Grade I listed structure of exceptional national importance. Its care is governed by the Cathedrals Fabric Support Committee, subject to rigorous regulation, and involves consultation with specialist bodies including the Cathedrals Fabric Commission for England and the Fabric Advisory Committee. Managing and maintaining a thousand-year-old building requires deep

understanding of heritage conservation, traditional materials, and complex statutory processes which differ from that of other heritage buildings.

By contrast, the Cathedral estate encompasses the broader portfolio of residential, commercial, and operational properties in the Cathedral's ownership and care. This is often referred to as within the Green Line. These buildings are managed under conventional property law and landlord responsibilities, requiring a different skillset - one focused on effective asset management, compliance, maintenance planning, and income generation.

**The Head of Fabric and Property will therefore need to bring a clear appreciation of both domains:**

Overseeing the care, conservation, and compliance of the Cathedral building, ensuring it remains safe, sustainable, and true to its heritage

Managing the wider Cathedral estate, maintaining operational efficiency, tenant relationships, and financial stewardship across a varied property portfolio.



# MAJOR PROJECTS

Gloucester Cathedral is entering an exciting period: our plan for the next ten years involves several major projects that aim to safeguard this extraordinary place of prayer and celebration. With these projects come a number of challenges and opportunities to make a lasting difference, including transforming our expansive property portfolio, responding to a changing commercial rental market and ensuring we can support the ambitious Net Zero target by 2030.

The new Head of Fabric and Property will approach these opportunities in a dynamic, collaborative way, breathing new life into important areas of our work. The four priority areas for the post-holder will be as follows:



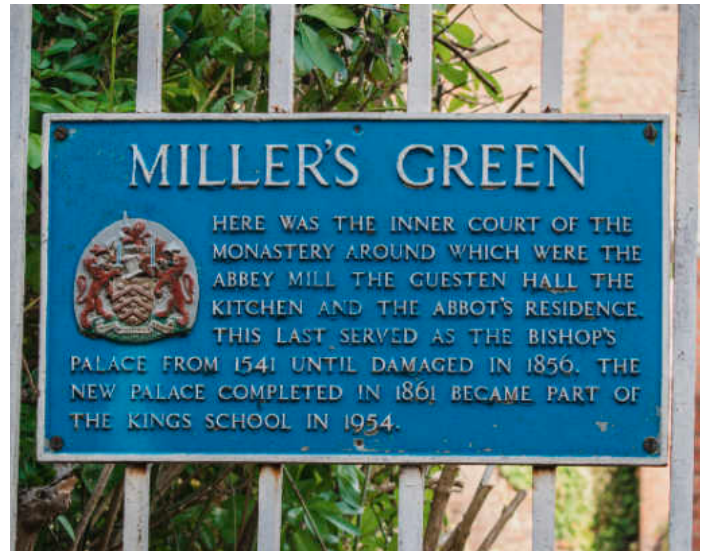


# CONTINUING THE FABRIC & PROPERTY STRATEGY

The Cathedral holds around 60 listed properties in its portfolio, all of which are part of the Cathedral's endowment. A number are leased to the King's School on a long-term basis, but the Cathedral retains responsibility for the maintenance of approximately 60 listed buildings which are used for a variety of purposes, including as offices and residential homes. Some date as far back as the 13th century, and are packed with fascinating stories, architecture and local significance. The Parliament Rooms, for example, are the site of Richard II's 1378 parliament, and were visited by Henry VIII and Anne Boleyn on their royal progress tour of 1535.

The property portfolio is a vital source of income for the Cathedral. The Cathedral needs to respond proactively and imaginatively to the changing commercial rental market, as well as to increasing costs that are impacting our net profit.

This work will significantly grow our property portfolio as an income stream, transforming it into a sustainable asset. The Head of Fabric and Property will support the development and deliver this plan, balancing short term wins (such as turning voids into profitable leases) with medium term plans and longer-term development.

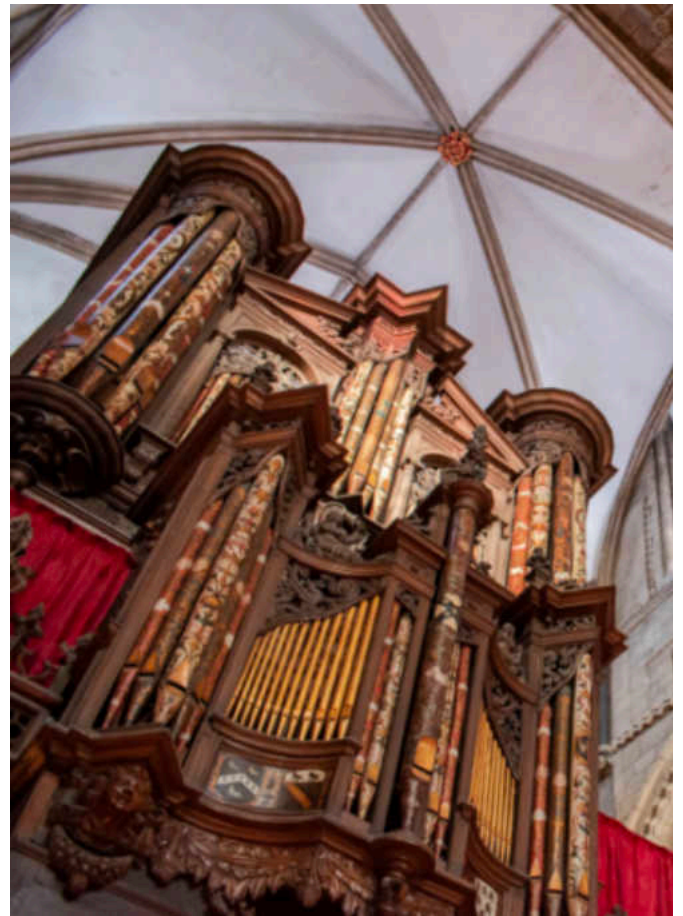


# PROJECT DEVELOPMENT AND DELIVERY

Our current projects include the completion of the refurbishment of our famous organ, which plays such a central role in our daily music and worship. Another project is the long-term conservation of the Cloister. The Cloister is widely regarded as the best and earliest examples of fan vaulting in the world, making it of international architectural significance, but a 2019 survey confirmed it is at risk and in urgent need of conservation. Our Stonemason Team have recently started this project. We will use the long-term conservation of the Cloister to develop our flourishing stonemasons' training and mentoring programme, offering opportunities for at least eight talented craftspeople to develop their careers.

Other major projects include ensuring working towards our Net Zero 2030 obligations.

The Head of Fabric and Property will develop and oversee all major fabric and construction works on behalf of the Cathedral, guaranteeing accuracy in project forecasting and programming work to maximise efficiency.



# MANAGEMENT AND TRAINING

Our Stonemason and Maintenance Teams both play a crucial role in caring for this magnificent building, and are based at a yard just outside the Cathedral on Pitt Street.

Our Stonemasons' Workshop is one of only ten attached to cathedrals in England, and we are incredibly proud of the centuries long tradition of craftsmanship that it has given rise to. The team was recently restructured to place a major focus on training the next generation of craftspeople. We are fortunate to be part of the Cathedrals' Workshop Fellowship, and half of the six-strong team are currently apprentices studying for the CWF Foundation degree in Applied Historic Building Conservation and Repair.

The Maintenance Team are responsible for repairing, maintaining, decorating and renovating the properties that form part of the Cathedral's extensive portfolio. They also carry out a wide range of maintenance tasks within the Cathedral itself, as well as in the linked historic buildings and grounds.

The Head of Fabric and Property will lead, shape and manage the Fabric and Property Team (which brings together the Stonemason and Maintenance Teams). This will involve line-managing the Master Mason and the Cathedral Maintenance Team, delegating tasks appropriately and efficiently, recognising achievement and driving forward our world-class training.



# NET ZERO 2030

The Chapter of Gloucester Cathedral is supportive of the National Church’s aim to reach Carbon Net Zero by 2030 as part of our green ambitions. Caring for God’s creation is a fundamental part of our Christian life and we have placed environmental sustainability at the heart of the Cathedral’s business planning; we are proud of the green initiatives that we already have in place, such as our 150 solar panels and the transformation of our car park into a beautiful open space, but we know we have plenty more to do.

The Head of Fabric and Property will lead on our fabric-focused, green ambitions. Amongst other targets, government legislation proposes that all residential properties must reach an EPC Level C by 2025, and legislation around commercially let properties proposes that all buildings must reach an EPC Level C by 2027. The postholder will have the expertise and capacity required to deliver a plan to enable us to meet this.



# JOB DESCRIPTION

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**Job Title** Head of Fabric and Property

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**Salary** £49,534-£52,052

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**Section/Team** Fabric and Property

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**Reporting to** Chief Operating Officer

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**Reporting to job holder** Master Mason, Stonemasons and Maintenance Team (c10 staff).

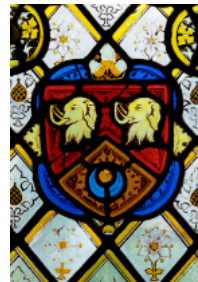
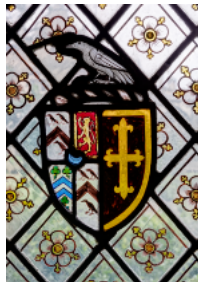
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**Date of Issue** October 2025

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**Other** This is a full-time role, 39 hours a week with occasional out of hours or weekend working.

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## PURPOSE OF THE ROLE

The Head of Fabric and Property is responsible for the leadership, compliance, and effective management of the Cathedral fabric, all its properties, and heritage assets. The postholder ensures statutory compliance, manages budgets, and provides clear prioritisation of works across a

challenging and historic estate to achieve effective outcomes to achieve the Cathedral's long-term vision. They will also support the optimisation and commercialisation of the property portfolio and champion the use of technology and data to improve decision making.

# HEALTH & SAFETY

It is a general duty of all Cathedral staff to ensure they are familiar with the Health and Safety Policy and to adhere to it at all times.

## SAFEGUARDING

All staff and volunteers are expected to demonstrate a commitment to safeguarding the welfare of all children and adults who may be vulnerable, who are involved with and/or visit the Cathedral. This will include adherence to policies and procedures, following good practice in relation to their own behaviour and conduct and undertaking any safeguarding duties and training commensurate with their specific role.



# Key RESPONSIBILITIES

## 1 Leadership & Accountability

- Be a member of and contribute to the Cathedral Leadership Team (CLT).
- As a member of the CLT, model our values and lead by example
- Lead and motivate the Fabric & Property team.
- Awareness of the need to balance the values of a charitable and ecclesiastical culture with the desire to achieve commercial outcomes
- Ensure statutory compliance, including H&S, CDM, asbestos, legionella, fire safety, electrical, and gas.
- Act as the Cathedral's Designated Compliance Officer for fabric and property matters.
- Set priorities for repairs, maintenance, and projects in line with the Quinquennial Inspection and Property Condition Survey.

## 2 Governance and Reporting

- Report regularly to the COO, Chapter, and working to the COO and relevant trustees on the relevant property committees.
- Produce budgets, cashflows, and project inception papers.
- Represent the Cathedral to statutory bodies, regulators, insurers, and heritage advisors.
- Agree and report on department KPIs.
- Prepare and report on management information/reports to committees and Chapter.

## 3 Financial & Operational Oversight

- With the CFO, prepare and manage annual fabric and property budgets.
- Ensure effective use of resources and timely reporting for external grants/funding.
- Commission professional advisors and lead procurement processes that reflect Cathedral values.
- Contribute to the Cathedral's Estate and NetZero strategies. Lead on the operational delivery of the strategies.

## 4 Heritage & Project Leadership

- Oversee major heritage projects, working with the Cathedral Architect, Archaeologist, and consultant Quantity Surveyor.
- Advise the Development Team and contribute to bids for funding for the cathedral building as required.
- Provide clear prioritisation to balance urgent repairs with long-term conservation.
- Support fundraising and stewardship opportunities by providing accurate technical and project information.

## 5 Commercialisation & Asset Use

- Work with the Cathedral Leadership Team to identify and develop opportunities for commercial use of Cathedral properties.
- Ensure lettings, leases, and estate activity deliver both financial sustainability and alignment with mission.

## 6 Technology & Data

- Champion the use of asset management systems and compliance software to monitor and plan works.
- IT and MIS aware and proficient.
- Develop reporting dashboards for governance and ensure decisions are data-informed.
- Ensure accurate records are kept and accessible for audit, compliance, and future planning.

## SKILLS *and* EXPERIENCE

- Senior experience managing heritage estates or complex property portfolios.
- Knowledge of statutory compliance and building regulations.
- Strong leadership, financial, and project management skills.
- Understanding of conservation principles and commercial property management.
- Confident in using data, digital systems, and reporting tools.
- Project management qualification/experience.
- Ecclesiastical experience is desirable.

## PERSONAL QUALITIES

- Strong team leadership skills with proven experience of collaboration, transformation, and motivation of a team; able to work collaboratively within a wider team; ability to coach and develop team members
- Excellent interpersonal skills; ability to show initiative and share the vision with the team and wider stakeholders; relational and collaborative
- Excellent organisational, prioritisation and time management skills
- Ability to think laterally and creatively and find solutions and resolve problems
- Able to maintain focus on achieving the strategy – while still paying attention to operational detail
- Willing to work flexibly including occasional evening and weekend work

## NEXT STEPS

*For more information:*

Contact Barry McMaster for a confidential discussion:

**Barry.McMaster@gloucestercathedral.org.uk**

**01452 508211**

*Deadline for applications:*  
**Monday 1 December**

*Interviews:*  
**Wednesday 10 December**

**CLICK HERE TO APPLY**



# GLOUCESTER CATHEDRAL

# Thank you

Gloucester Cathedral is a Registered Charity No: 1201309  
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