



# GLOUCESTER CATHEDRAL

Chief Operating Officer  
Information Pack

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Thank you for your interest in the role of Chief Operating Officer at Gloucester Cathedral.

The Cathedral has entered a new season of its story, having recently implemented the Cathedrals Measure and welcomed significant new members of the clergy and senior leadership team. The COO role is key to the delivery of the next phase of the Cathedral's vision and strategy as, inspired by the Gospel of Jesus Christ, we seek to be 'in tune with heaven and in touch with daily life'. At the heart of the Cathedral's vision is a desire to be a beacon of Christian hope, using our resources of sacred space, art, architecture and music, together with our

partnerships, to make a positive contribution to the life of our city, diocese and county. This echoes the LIFE vision of the Diocese of Gloucester, as together we encourage all people to explore Christ's invitation to discover life in all its fullness.

The Chief Operating Officer is the most senior non-ordained person in the Cathedral, supporting me as The Dean and Chief Executive in the oversight and management of all operational aspects of the Cathedral's life. This includes staffing, property and financial functions. The new COO will join us here at Gloucester Cathedral as we enter a hugely exciting period, with our ambitious In Tune organ and music campaign at its halfway stage and as we shape and develop our strategic priorities for this new season around deepening spirituality, extending hospitality, growing learning and participation, and revitalising heritage.

I hope what follows will inspire you to explore whether you might be called to this role. If you believe that your vocation may lie here, we shall look forward to the opportunity of exploring this with you.

*The Very Reverend  
Andrew Zihni*  
DEAN OF GLOUCESTER

# About Gloucester Cathedral

Gloucester Cathedral has stood as a symbol of faith and hope since 1089. Just as the buildings you see today have evolved since Norman times, so the mission and work of the cathedral has changed over centuries to reflect the needs of society.

Our Vision, 'to be in tune with heaven and in touch with daily life', is ambitious, but at its heart is a desire to be:

- 'in tune with heaven', through worship, prayer and service, and
- 'in touch with daily life', so that the mission and ministry we undertake in Jesus' name can make a real difference to the way in which people live their lives



Four strategic priorities underline this vision:

1. To extend hospitality
2. To deepen spirituality
3. To grow learning and participation
4. To revitalise and sustain heritage

For more information, please visit:

[Annual Account 2023](#)

[Cathedral Governance](#)

[Our Vision and Values](#)



A PLACE *for*  
EVERYONE

# Our CATHEDRAL

## THE CATHEDRAL TODAY

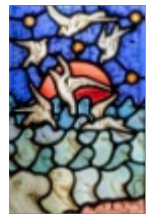
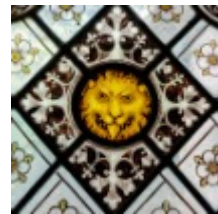
Gloucester Cathedral welcomes around 400,000 visitors a year and entry is by donation. The Cathedral is governed by Chapter, chaired by the Dean of Gloucester. We employ approximately 75 members of staff (50 FTE) and have nearly 400 volunteers, who are essential for ensuring our day-to-day activities run smoothly. The Chief Operating Officer plays a fundamental role in leadership of the organisation, including by helping to set a culture of outstanding welcome and to hold us accountable to our values for the flourishing of all who work, worship, volunteer or visit here.

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:

- To extend hospitality
- To deepen spirituality
- To grow learning and participation
- To revitalise and sustain 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 & 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.

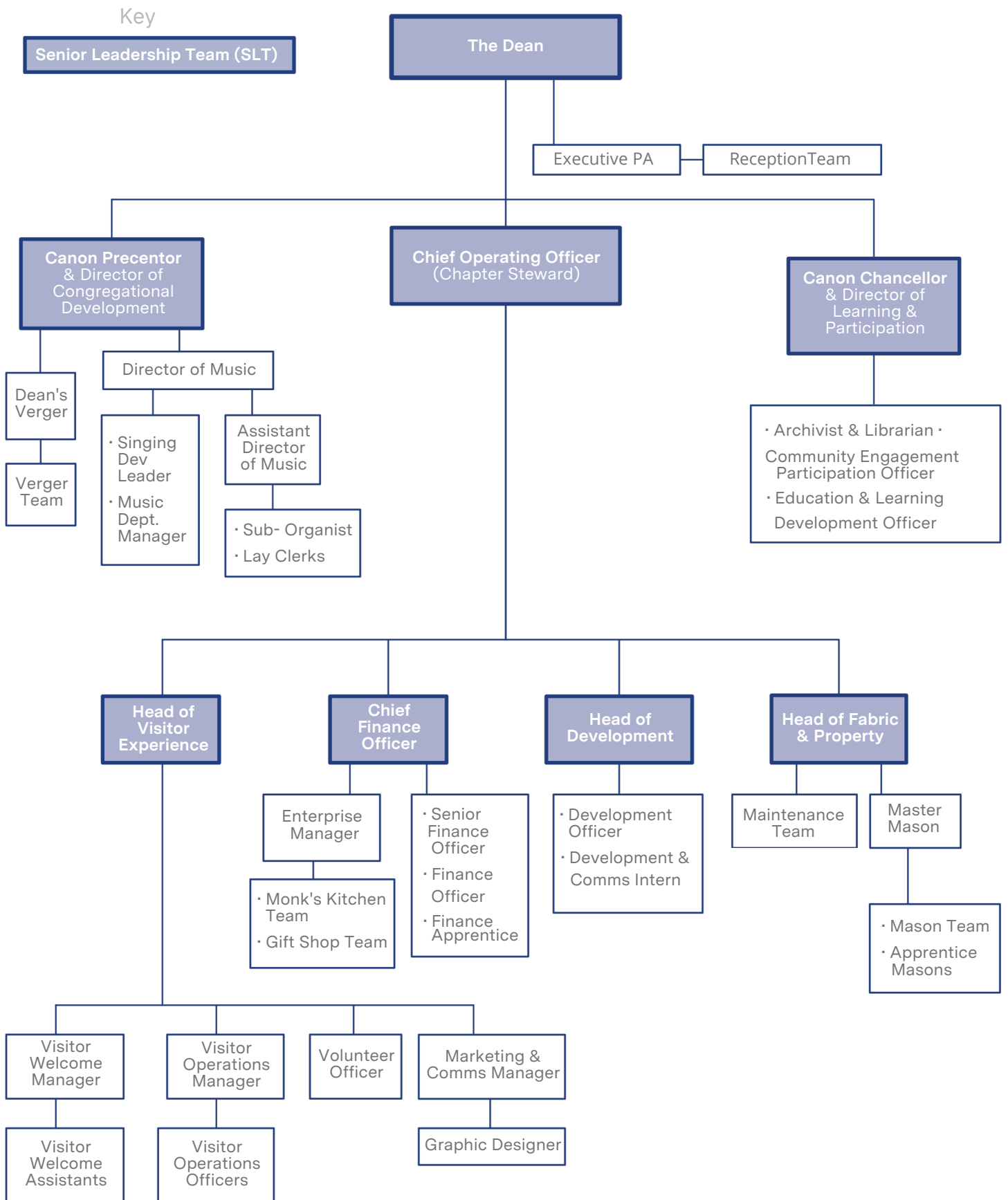
### Mindfulness

- 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.

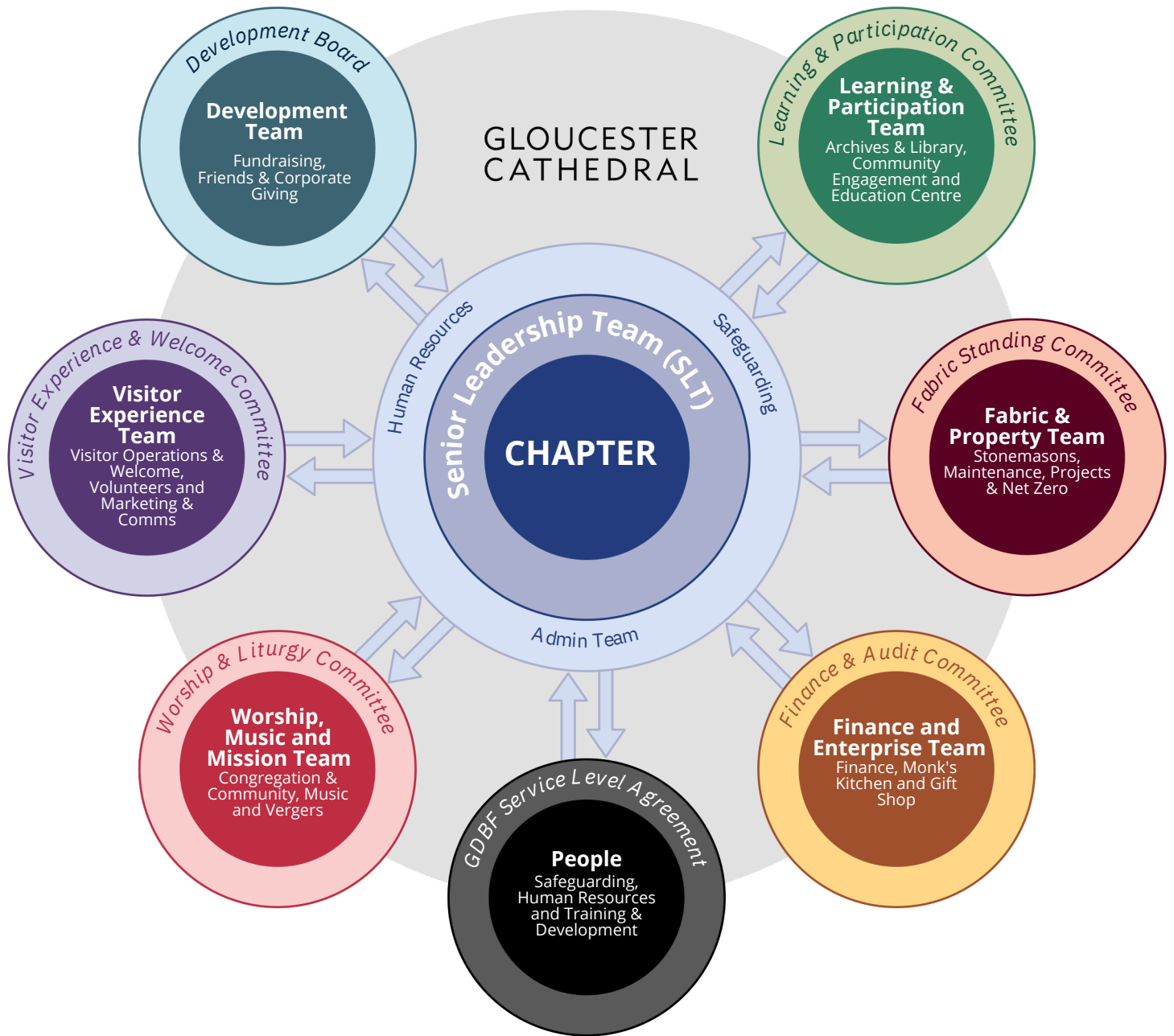
### Excellence

- 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.

# ORGANISATIONAL *chart*



# TEAM structure



The image shows the interior of a large Gothic cathedral. The architecture features high, pointed arches and a ribbed vaulted ceiling. A prominent feature is a large, multi-paned stained glass window in the background, which is brightly lit. In the foreground, there is a wooden table with a distinctive Y-shaped base. The floor is made of light-colored stone tiles. The overall atmosphere is one of grandeur and historical significance.

# CHIEF OPERATING OFFICER

# JOB DESCRIPTION

Job Title	Chief Operating Officer Full time
Salary Grade	Band 1
Section/Team	SLT
Accountable to	Chapter through the Dean
Line Managing	Chief Finance Officer / Deputy COO Head of Development Head of Fabric & Property Head of Visitor Experience Reception Team
Date of issue	December 2024



# JOB DESCRIPTION

## Overall purpose of Post

The COO is the Cathedral's principal lay member of staff and has responsibility for the overall operational performance and administration of the organisation, its assets and its people.

Appointed by the Chapter and accountable to them through the Dean, the COO is responsible for working with the Senior Leadership Team (SLT) to develop and implement strategy and policy, for ensuring effective governance and compliance, for managing the business functions of the Cathedral and for monitoring its overall progress and development.



## Context in which Cathedral Jobs are carried out

We want all our people to have good working experiences – and we continually seek to improve our working systems and arrangements. We welcome and encourage new ideas and suggestions about what we can do better.

### Health and 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.

# *Your* RESPONSIBILITIES and ACCOUNTABILITIES

## 1 Governance & Strategy

- Support and contribute to Chapter's development of overall strategic priorities
- In collaboration with the Dean and SLT, ensure the successful implementation and monitoring of the Vision and Strategy as agreed by Chapter. This will entail realistic timeframes, milestones and objectives.
- Work with SLT to develop, implement and monitor the Cathedral Business Plan and annual activity plans
- Develop for approval, maintain and keep under review, policies and governance documents of Chapter and ensure they are embedded across the organization
- Give time and creative energy to strategic partnerships and possibilities to further the strategic priorities of Chapter
- Provide support and contribute to the Finance & Audit Committee, Fabric Advisory Body, Fabric Standing Committee and other committees and advisory bodies and groups as appropriate
- Ensure with colleagues, that the Cathedral's mission and values are being delivered

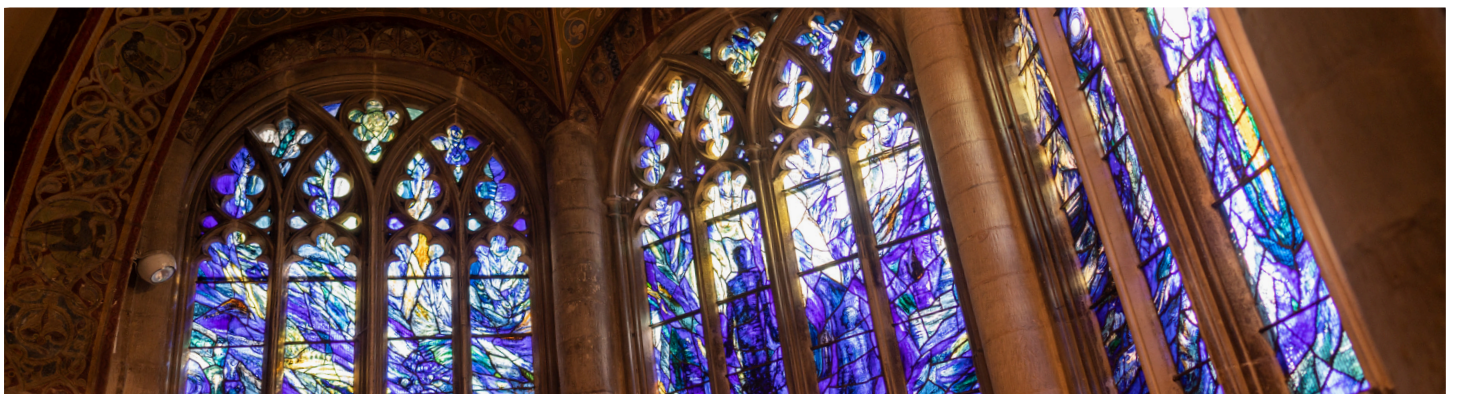
## 2 Executive

- Manage the business operations of the Cathedral according to the values, standards and budgets agreed by Chapter
- Lead, manage, motivate and empower all lay staff and volunteer teams through effective structures, training and relationships: this includes annual appraisals of paid staff and putting salary proposals to Chapter; working with and through the cathedral's SLA for the HR function
- With the CFO, maintain and strengthen the Cathedral's financial position including developing a financial strategy which supports the Cathedral's short and long term objectives; oversee the budget process and maintain balance and prioritisation to enable progress against the Cathedral's strategic priorities.
- Ensure effective management, use and development of all the Cathedral's assets including the cathedral estate; work with the Head of Fabric and Property to ensure co-ordination, good management and financial controls of projects across the Cathedral
- Represent the Cathedral on external bodies as required and maintain excellent productive relationships with our key partners: The Diocese of Gloucester, The King's School, The Friends of Gloucester Cathedral and The Three Choirs Festival.
- Setting, maintaining and modelling high professional standards at all times.

# 3

## Administrative & Compliance

- Ensure effective running and forward planning of Chapter and other parts of the governance, including: ensuring Chapter business complies with the Constitution and Statutes; that Chapter has appropriate agendas, timely and well written papers and good record keeping; and ensuring trustees and others in governance positions are properly inducted and trained
- Ensure that the Cathedral meets all legislative regulations and complies with ecclesiastical and charity laws
- Be accountable for reporting to the Charity Commission and Companies House
- With the Architect and Head of Fabric and Property, ensure the Cathedral meets its statutory and legal commitments for heritage, ecclesiastical and listed buildings in its care
- With the Head of Fabric & Property, ensure the Cathedral meets its statutory and legal requirements for its properties and as a landlord
- Ensure good management of Health and Safety across the Cathedral with compliance to statutory legislation and best practice; ensure emergency procedures are up to date and that site security is adhered to including liaising with external security agencies; ensure the protection of data within GDPR legislation
- Ensure compliance with safeguarding (working with and through the SLA with the diocesan safeguarding team), to ensure staff are recruited safely, training implemented, and systems and processes are in place for the safety of all who visit or work at the cathedral
- Monitor and report against risk, ensuring the good management of risk across the organization
- Support the Church of England's Net Zero targets and ensure the Cathedral has a plan for lowering carbon emissions; adhere to statutory legislation around Net Zero
- Ensure open and transparent ways of working throughout the administration, with good communication and engagement at all levels
- Ensure suitable IT provision is in place, that supports Cathedral operations and which is secure; review software and hardware requirements for the business
- Review working methods, office accommodation and support to ensure that arrangements are fit for modern purpose
- Provide effective management information tools for informed decision making and keep under review KPIs and target setting





# 4

## Staff & Volunteers

- Oversee the development and delivery of a People Strategy which:
  - develops a workplace culture and ethic which fosters the ethos and values of the Cathedral and enables and empowers staff and volunteers
  - empowers staff to work to the best of their ability and enable a team which consistently performs at the highest standards
  - ensures the recruitment, training and management of the professional staff and volunteers required to meet the needs of the Cathedral
- Be a role model for effective people management, supporting, developing and challenging others, encouraging continuous professional development
- Enable the development of a collegiate, open and collaborative environment across the organisation
- Champion diversity among the Cathedral community, providing opportunity and support for staff and volunteers at all levels



## 5 External

- Agree with Dean and Chapter in what way the Cathedral should be represented externally when senior representation is required
- With the Marketing & Communications Manager, oversee the Cathedral's public relations to ensure appropriate management of the Cathedral's reputation, branding, and media activities; act as Cathedral spokesperson as appropriate
- Support the Dean in the building and management of relationships and effective partnerships as appropriate.

## 6 Safeguarding

- As lay Safeguarding Lead, work with the Chapter Safeguarding Lead and DSO to ensure that:
  - staff are recruited safely, that mandatory training is implemented
  - that systems and processes are appropriate to ensure as far as possible the safety of all who visit or work at the Cathedral
  - Recommendations in the INEQE Safeguarding Audit Report are actioned
- Chair the Cathedral's Safeguarding working group and attend DSAP

## 7 Specific Responsibilities

- Have due regard for the Cathedral Constitution and Statutes, and fulfil the liturgical role of the Chapter Steward
- Liaise with and contribute to CAFA, AEC and Cathedrals Workshop Fellowship (CWF) and teams from other cathedrals
- Be a role model for the Cathedral's safeguarding policies and practices
- Ensure engagement with the Cathedral community, including the congregation, residents and volunteers, and also with other stakeholders
- Support and participate in the Cathedral's worshipping life

### Generic Responsibilities

- The role requires the post-holder to work occasional weekends and evenings and non-working days, as and when required for which time off in lieu will be given
- To treat everyone in a way which reflects the Cathedral's WELCOME values
- To undertake as requested other duties as may reasonably be expected
- This document is accurate at time of publishing, but is subject to regular review and may change in line with the requirements of the Cathedral.

# Your ATTRIBUTES

## 1 Experience

### ESSENTIAL

- Significant management and leadership capability with an ability to lead a diverse team
- A co-operative and empowering management style that fosters team work, trust, collaboration and cohesion at all levels, with good awareness and understanding of HR best practice
- A track record of successfully leading significant organisational change
- Proven experience and ability in managing operational performance with tight financial constraints in a complex multi-faceted environment
- Experience of working with and enabling Boards and trustees, able to action and monitor their requests and decisions, meeting required deadlines.
- Effective delivery of financial strategy and budget management with commercial acumen
- Experience of leading and inspiring management teams
- An understanding of safeguarding and the critical role it plays in protecting all people

### DESIRABLE

- Previous COO or similar level experience
- An understanding of the complexities in managing wide-ranging cathedral operations or previous experience within a Church of England setting
- Experience of managing a heritage site
- Previous experience working with volunteers
- Experience in safeguarding best practice



## 2 Knowledge, Skills & Abilities

### ESSENTIAL

- Ability to imbibe and project the cathedral's core purpose as a Christian place of worship.
- Ability to understand complex operational issues and find creative and innovative solutions
- Effective decision making with an ability to prioritise complex tasks and drive key strategic initiatives
- Excellent communication skills, both written and oral, in order to effectively and confidently share information at all levels both internally and externally as required
- Commitment to working efficiently and effectively, utilising technology and software as appropriate

### DESIRABLE

- Knowledge of Cathedral operations and practices
- Good understanding of best practice within charity governance

## 3 Personal Attributes

### ESSENTIAL

- Able to work effectively and collaboratively with people at all levels.
- Strong leadership skills combined with emotional intelligence to unite, inspire and steer a team
- Instinctive ability to work collaboratively across all areas, providing support to senior colleagues and with a desire to encourage, motivate and develop all team members, paid and unpaid.
- Able to juggle multiple priorities, meet deadlines and remain calm under pressure.
- Committed to and able to manage change whilst respecting the traditions and values of the Cathedral and the Church.



# TIMETABLE

Please make a note of the dates below and inform GatenbySanderson as soon as possible if any listed will present significant issues for you. Whilst we cannot promise any flexibility, there is more chance of this being offered if notice is given in advance.

**Closing Date for applications:**

9am on Monday 27th January

**Preliminary Interviews with GatenbySanderson**

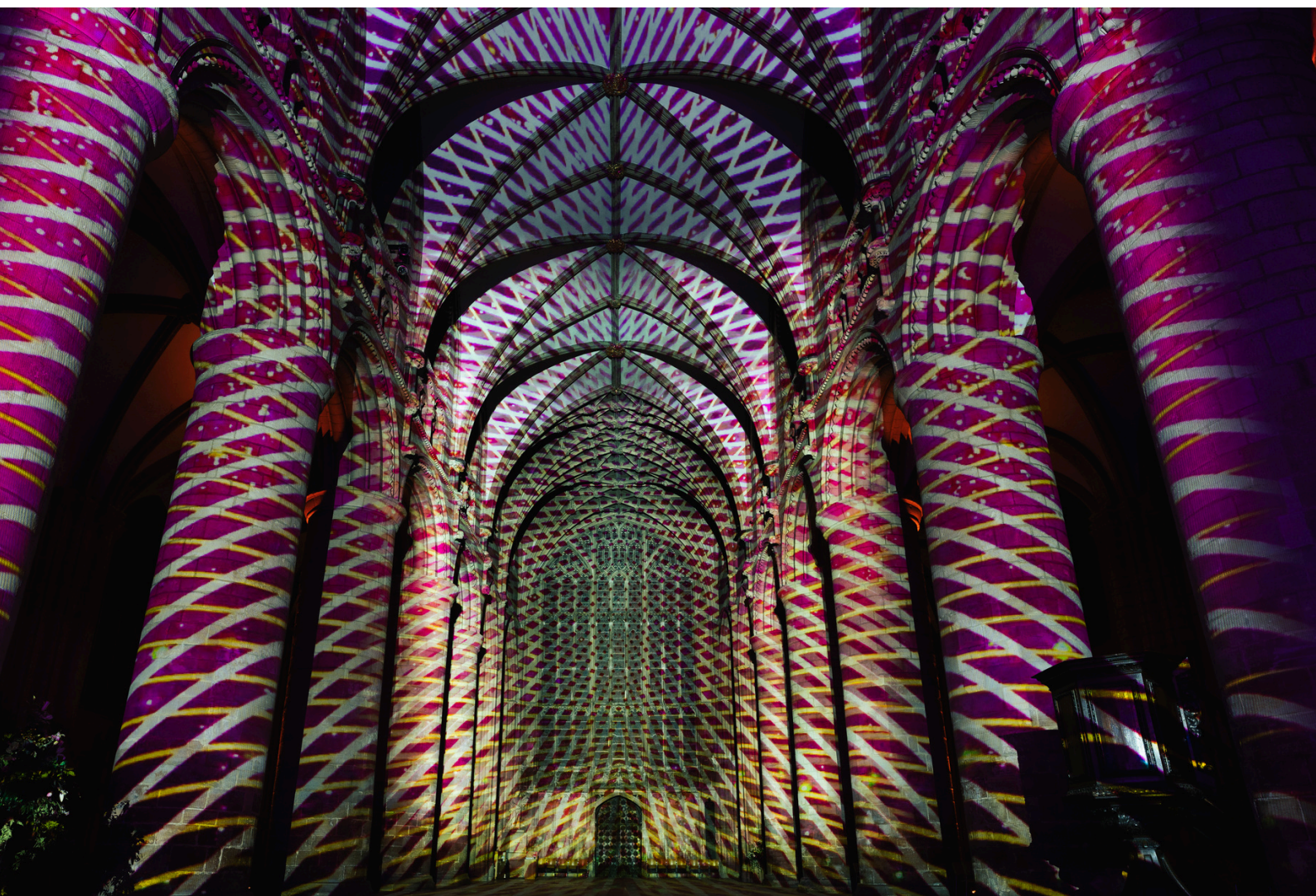
w/c 10th February

**Candidates informed of outcome of shortlisting:**

By Friday 21st February

**Final Selection Day at Gloucester Cathedral:**

w/c 10th March



# *How to APPLY*

There are two parts to the application process:

## Part 1

Please complete the application form which can be downloaded via [www.gatenbysanderson.com/job/GSe117605](http://www.gatenbysanderson.com/job/GSe117605).

## Part 2

Alongside completing your application form, please visit <https://myint.video/a51rBb~WEe> to submit a 3 minute video response to the following question:

*What excites you about the opportunity to be the Chief Operating Officer for Gloucester Cathedral?*

Please submit your application via [www.gatenbysanderson.com/job/GSe117605](http://www.gatenbysanderson.com/job/GSe117605).

You will be asked to provide your contact details, complete an equality monitoring form and let us know of any dates when you are not available for interview or where you may have difficulty with the indicative timetable. You must also provide details for two referees, one of whom should be your current or most recent employer. These referees will not be approached until the final interview stage and not without your prior permission.



# GLOUCESTER CATHEDRAL

For an informal conversation about the role and your suitability, please contact:

Matt Malone of GatenbySanderson on  
[matt.malone@gatenbysanderson.com](mailto:matt.malone@gatenbysanderson.com)

Applications must be received by  
09:00 on Monday 27th January

Gloucester Cathedral is a Registered Charity Charity No: 1201309

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