



GUILDFORD
CATHEDRAL

DEAN OF GUILDFORD

STATEMENT OF NEED

FEBRUARY 2024



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DEAN OF GUILDFORD

STATEMENT OF NEED BY GUILDFORD CATHEDRAL CHAPTER

The Chapter of The Cathedral Church of the Holy Spirit is delighted that you are potentially interested in becoming our new Dean.

We are enthusiastic about the opportunities that the future holds for us, in spite of some challenges in the road ahead.

We hope you find this document helpful, and that it stimulates further interest in this leadership opportunity in Guildford.



THE CATHEDRAL CHURCH OF THE HOLY SPIRIT

The Cathedral occupies a hill-top position in Guildford, Surrey and is the mother church of the Diocese of Guildford. When the Diocese came into existence in 1927 there was no church large enough, or which could be extended, to become the Cathedral of the new Diocese. In due course land at the top of Stag Hill was given to the Diocese for the construction of a new cathedral.

A design competition was held and in 1933 the task of design and construction was awarded to Edward Maufe. The design brief was less than one page, specifying only the finished length and that all seats should have an uninterrupted view of the high altar. Construction began in 1938; WW2 halted building until 1952. By then the original funds had been

exhausted and an inspired idea to 'buy a brick' was launched. Eventually more than 200,000 bricks were bought by the local community for 2/6d each thus leading to the description of Guildford as 'The People's Cathedral'. The bricks were made from clay excavated from Stag Hill itself. The building was consecrated in the presence of Queen Elizabeth II in 1961, before the Tower, Lady Chapel and Chapter House had been finished. The construction was completed in 1965 and £7.1 million further refurbishment work was completed in 2017.

Guildford does not have city status. The Anglican Deanery of Guildford is the largest in the Diocese with sixteen parishes. The Cathedral is at the geographical centre.





THE CATHEDRAL TODAY

GOVERNANCE

All cathedrals are now governed by the Cathedrals Measure 2021. Guildford Cathedral is governed by Chapter which is now a Board of Trustees answerable to the Charity Commission for the way in which it discharges its charitable responsibilities. Chapter also comes under the governance structure of the Church Commissioners for ecclesiastical matters. Chapter is chaired by the Dean and formed of the Residentiary Canons, a Senior Non-Executive Member (also Vice Chair of Chapter) appointed by the Bishop, and other lay members appointed by Chapter to give depth and expertise to the skills base. Two of these lay members come from within the Cathedral community. One of the Residentiary Canons serves as the Chapter Safeguarding Representative. Chapter usually meets once a month on the second Tuesday, except for August.

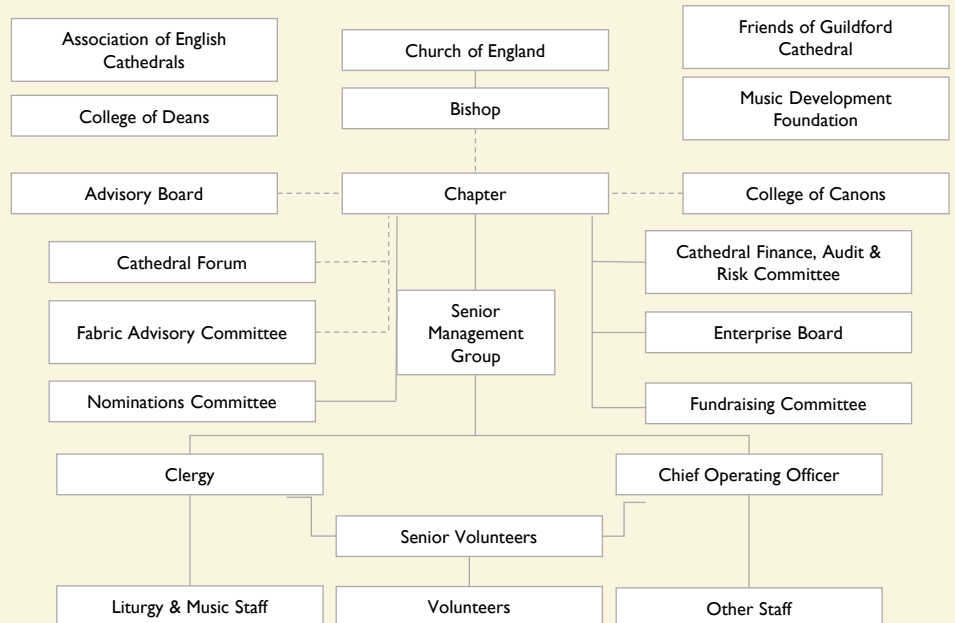
Chapter is served and advised by three Chapter committees – the Development Committee (which has the responsibility for Fundraising, Marketing and Communications) the Cathedral Finance, Audit and Risk Committee, and the Nominations Committee (which has responsibility for managing the recruitment of Chapter and Chapter committee members; under the Cathedral

Measure it will also have responsibility for recruiting members of the Advisory Board and the Cathedral Forum (see below)).

The College of Canons is formed of the Dean, Residentiary Canons, the Bishop of Dorking, the Archdeacons and up to fifteen other clergy, and up to fifteen lay people. The Constitution and Statutes make provision for the appointment of up to three others who have Diocesan wide responsibilities. All Honorary Canons are appointed by the Bishop of Guildford in consultation with the Chapter. The College currently meets each year as close to the Feast of Dedication (17 May) as possible; there are two other meetings annually. The College provides advice on any subject which Chapter asks of it and has the task of electing a new Diocesan bishop in accordance with the Appointment of Bishops Act 1533.

Under the new Measure an Advisory Board has replaced the Cathedral Council and serves as a 'council of reference' for the work of Chapter. The Board is made up of influential people from the local community and provides advice to Chapter on any subject asked of it. There will also be a 'Cathedral Forum' which is the voice of the Cathedral community and provides a vehicle for communication between Chapter and the people it serves.

GUILDFORD CATHEDRAL GOVERNANCE STRUCTURE January 2024







CONGREGATIONS AND WORSHIP

The Cathedral community includes members of the congregations, staff, and volunteers. There are three Sunday congregations, as is common in most cathedrals. There is some overlap between the Cathedral Eucharist congregation and those who attend Choral Evensong. We are not a parish church, and this combined with our situation on a hill and not accessible by public transport means we have very few worshippers who might find themselves 'dropping in' for a service - those who come up the hill for worship have done so intentionally. Although those who attend Evensong or weekly worship may well attend other churches as well, for most of those who attend the Sunday Eucharist, the Cathedral is their 'home' church.

Regular Sunday attendance is: c12 at 8.00am BCP Holy Communion, c80-100 at 9.45 Cathedral (Choral) Eucharist, c10-25 at a monthly 11.30 'traditional rite' service and c40 at 18.00 Choral Evensong. We have a few children in the congregation and 20 boy choristers and 18 girl choristers but the majority of the members of our congregations are over 50 years of age.

Having recently recruited a Family Engagement Officer, there is an aspiration to re-establish a Sunday School for children aged 4-11 – there has been no activity of this kind since before the pandemic. We have children's services on Good Friday and Christmas Eve. The numbers attending these since they were introduced have steadily increased.

We offer the ministry of laying on of hands with anointing during the Cathedral Eucharist at frequent (but irregular) intervals. This is enabled by the assistance of the Pastoral Assistants and welcomed by many. We have also introduced a monthly 'Cathedral Tots' service at which there are about 15 families who form the core. This is an additional distinct Cathedral congregation, and the opportunity exists to fully integrate these families into the wider life of the Cathedral.

After the Cathedral Eucharist on Sundays there is coffee available in the Nave unless the space is required immediately after the service for another purpose. In such circumstances coffee is held in the café restaurant in close proximity to the Cathedral building. A third to a half of the congregation stays behind to chat and enjoy coffee.

Morning Prayer and Eucharist take place each day and there are approximately six regular weekday participants, across the week, in addition to the cathedral clergy. Choral Evensong or Evening Prayer takes place daily. Evensong on weekdays is replaced with a choral Eucharist on Feast, Festival and Saint's Days.





STAFF AND VOLUNTEERS

The Cathedral is well served by a professional staff led by the Chief Operating Officer. The staff complement is 31, equating to 20 full time employees. Staff have worked hard together to develop our staff values, and these are emphasised at monthly meetings. In addition to informal communication there is a weekly staff e-bulletin and weekly meetings of Heads of Departments in addition to the monthly meeting for all staff. Once a term we have a staff Eucharist and lunch afterwards. Staff members volunteer to participate in the leading of the service.

Administrative support for the Dean is provided by a PA who also serves as the Senior Administrator.

We rely on a large group of volunteers who give their time and expertise to the smooth running of the Cathedral and the delivery of purpose. We have over 250 volunteers undertaking roles including as stewards, guides, bell-ringers, historians, archivists, singers, and servers. These individuals play an active role in the daily workings of the Cathedral and are a valued asset.

GUILDFORD CATHEDRAL AND THE UNIVERSITY OF SURREY

The Cathedral and University enjoy a very good relationship. The Dean, Vice-Chancellor and Bishop of Guildford meet at least annually and seek to exercise a tripartite way of working together for mutual benefit. The Anglican Chaplain at the University is a fully integrated member of the Cathedral clergy.

There is a regular group of university students who join the Cathedral congregation, some of whom participate in the life of the Cathedral. University students also regularly help with Cathedral commercial events and every year the Physics Foundation Year students climb the Cathedral Tower to conduct experiments. Students are occasionally in the Cathedral to make use of the building's challenging acoustic to make recordings.

University graduation ceremonies take place twice a year at the Cathedral, postgraduates for two days after Easter and undergraduates for a week in July.

GUILDFORD CATHEDRAL CIVIC LIFE AND PUBLIC ENGAGEMENT

We proudly host county-wide and national celebrations and events. The Chair of Surrey County Council is a regular visitor for various services, the High Sheriff of Surrey is installed at the Cathedral each year; we regularly welcome to various services the Mayors or Chief Executives from the twelve local authorities in our Diocese.

The Surrey Joint Services Charities service takes place every year. The Lord Lieutenant of Surrey is a Lay Canon and frequent member of the congregation and a strong supporter of our ministry to all parts of the community. Through our Visitor Experience and Events work we are able to welcome county-wide celebrations of achievement such as awards for Apprentices, Young Enterprise Finals and Teacher Training Awards.

The Residentiary Canon with Responsibility for Public Engagement and Pastoral Care represents the Cathedral at Guildford Borough events such as Mayor Making and the town Remembrance Service. The Cathedral is a partner with the Diocese and the University in the recently formed 'Theology Hub' engaging with well-known theologians and scientists.





STRATEGIC DEVELOPMENT AND PLANNING

Between 2016 and 2017 the Cathedral underwent a major Heritage Lottery Fund project to restore it. Not only was physical work undertaken, with asbestos being removed from the building, the organ refurbished, and new sound and lighting systems installed, but the opportunity was also taken to improve the Cathedral's interpretation and visitor offer. As a result of that work, Chapter identified four areas of primary activity: 'Deepening Discipleship and Pastoral Care', 'Family Engagement and Schools', 'Visitor Experience and Events' and 'Worship and Music'. Our aspiration is to continue to be known as a "Warm-hearted community, Open to God, Open to all."

Realisation of Chapter's aims and priorities was seriously affected by the Covid pandemic, and recovery has been hampered by the cost-of-living crisis and ongoing high levels of inflation. Congregation and visitor numbers were low after the Cathedral's re-opening in the wake of Covid and are now slowly recovering.

The financial position of the Cathedral is challenging but soundly managed. The Cathedral Honorary Treasurer is a member of Chapter and a highly experienced volunteer, with an extensive professional background in UK charitable law and financial management. (We employ a full-time Finance Manager and a part-time Chief Finance Officer). The Cathedral Finance, Audit and Risk Committee is chaired by the Honorary Treasurer and includes members with expertise in financial management, investment, and audit. Chapter receives management accounts once a quarter and are developing three-year budgets and annual evaluation and review. Our plans for financial recovery are linked to the creation of an endowment (discussed later in document), the income from which would provide funds for repairs and maintenance, through the proceeds of the sale of a proportion of land for residential development.





The overall budgeted fundraising total for 2023 was in the region of £260,000. Chapter has delegated to the Development Committee the leadership of the planning, implementation, and monitoring of fundraising to add significantly to this number.

The Cathedral operates its commercial activity through a wholly owned subsidiary, Guildford Cathedral Enterprises Ltd., which has its own Board, reporting to Chapter. This includes the Cathedral Shop, cafe franchise, and the staging of events. Two members of Chapter (not the Dean) have places on the Enterprise Board.

In addition to commercial activity and fundraising, the Cathedral has a Stewardship scheme aimed at members of the congregations and close friends of the Cathedral. Stewardship is being embedded into the psyche of congregation members and a recent campaign to refresh planned giving has done much to achieve this. In addition, a Music Patron Scheme (MPS) was launched in January 2024 to start a series of fundraising efforts to support the costs of all music provided at the Cathedral. It is envisaged that in 2024 and beyond there will continue to be new strands of fundraising developed, with the emphasis placed on engaging more fully with our neighbours across our local community.

Chapter is acutely aware that in spite of the income generation outlined above, there is a constant need to keep costs at a minimum and to increase our income. Developing structures which effectively and efficiently deliver our core purpose whilst having enough headroom to look forward prophetically is something to which we aspire in 2024 and 2025.

A GLIMPSE OF THE FUTURE

Chapter has a formal agreement with Vivid Homes, a social housing provider, in order to develop 7 acres of the Cathedral's 27-acre site. This will provide for a new Cathedral Close (2 acres) and 116 additional homes, 40% of which will be affordable housing. Not only will this contribute to meeting the shortage of housing in Guildford, but also go some way to addressing the geographical isolation of the Cathedral, improve our property stock and provide for an endowment. Planning permission for this scheme was refused in March 2023, but an appeal has been lodged and a public inquiry will be convened by the central government Planning Inspectorate in March 2024. We have reason to remain hopeful that the scheme will be able to move forward. It should be noted that this was our second planning application; a larger application was refused in 2017.

In addition to this, many years ago Chapter agreed with the Bishop's Council that shared facilities for Cathedral and Diocese will be built on the Cathedral site as soon as funds and plans are available. This is in addition to the planned move of Diocesan offices back to Stag Hill in 2025. If our appeal is successful, this will be built over the next 5-7 years. The sale of the land with residential development will provide for a future of vibrant life on Stag Hill with the Cathedral at the centre. All the activities are interconnected with our core aspiration to be a warm-hearted community.





Image: Tricia Yourkevich



Image: Andy Newbold





THE DIOCESE OF GUILDFORD

The Diocese of Guildford covers the western two-thirds of Surrey and a significant area of north-east Hampshire, alongside one parish in a London borough and one in rural Sussex. In the north-east, it is largely suburban, but moving south and west, there are several distinct towns and numerous villages.

The population is just over a million, rising in line with the national rate. The average population density is above average, both regionally and nationally.

Taken as a whole, the Diocese has the lowest average IMD (Index of Multiple Deprivation) in England, but the picture is far from uniform. Throughout the area there are tight pockets of deprivation, enclosed within housing estates, or even within a few streets. These pockets have high levels of child poverty, low income, poor mental health and other significant problems. Often they are adjacent to affluent areas that camouflage the extent of need, driving down the statistics and diverting public funds to areas of more widespread poverty in other parts of the country.

The Diocese is becoming more diverse ethnically, and there are notable Asian populations in Woking and Camberley. There has also been a large influx of Nepalese to Aldershot and Farnborough following Government changes to Gurkha pension provision, and there are several congregations catering for their needs. In 15% of parishes, the proportion of White British inhabitants is now less than 80%.

Principal occupations include Wholesale/Retail Trade, Professional & Scientific, Education, Human Health & Social Work, with significant numbers also in Information & Communication, Technology and Finance. There are large numbers of military personnel and their families across the Diocese, especially around Aldershot, the 'Home of the British Army'. Also within our borders are four Universities and HE Colleges, four major hospitals and four prisons. A significant number of key national decision-makers live within diocesan borders, some of whom worship in our churches.

The Diocese has two archdeaconries, each with six deaneries, and a total of 160 parishes. We are fortunate to have some 300 licensed clergy, nearly two thirds of whom are stipendiary. Over a third of all licensed clergy are women, and there has been a significant increase in the number of our UKME and BMH clergy in recent times – though there's certainly no room for complacency on either score.

The vast majority of our work is done at a local level by our churches, schools, chaplaincies and community projects – and our diocesan team has been reshaped in recent years around the single vision of 'supporting our parishes' (with 'parish' defined as a geographical area rather than a building or gathering of the faithful). The proportion of our churchgoing population, both adults and young people, is above the national average, and about half have an average adult weekly attendance of over 100, often supported by a variety of fresh expressions of church.

During the year before the pandemic (2019) we witnessed an encouraging turnaround in our Average Weekly Attendance figures following years of decline, with a 2% growth in the number of adults and 8% growth in the number of children worshipping on a Sunday or through the week. The pandemic reversed that for a while, but we are confident of the potential of growth within the Diocese, provided we continue to appoint the right people, prioritise the right things and pray to the Lord of the Harvest to send out labourers into the harvest field.

Many vocations, both lay and ordained, have been fostered in the Diocese of Guildford, and we recognise our responsibilities here to the wider Church and not simply to our local parishes. Traditionally Guildford has been a sending diocese, with our ordinands trained either residentially or on mixed-mode schemes, as well as through our own Local Ministry Programme (LMP). An exciting new Vocations Strategy is being developed to ensure that the expertise within the LMP (now under fresh leadership) is deployed to the best possible effect.



There are 3 church secondary schools in the Diocese, and 80 church primary and infant schools (53 voluntary aided), together with 11 affiliated schools. 21 of our schools are currently academies, 16 of them under the care of the Diocese's Good Shepherd Trust. The development of this programme has been a major source of new work and is being enthusiastically embraced in line with national Church initiatives.

Through our education team, we seek to improve the education of 22,000 children, strengthen our schools' Christian ethos and grow our presence in the community. On the broader scene, parish clergy, chaplains and authorised lay ministers are engaged with over 250 county and independent schools across the Diocese, several of the latter of which have church foundations.

Many parishes are involved in other ways within their local communities, not just by way of occasional offices, prayer and financial support, but in active engagement through projects such as Christians Against Poverty, Street Angels/Pastors, food banks, furniture recycling to needy families, chaplaincies to GP surgeries, Night Shelters, refugee support and Credit Unions. Alongside that local engagement, the DBF operates the statutory Surrey Appropriate Adult Volunteers Service (in partnership with Surrey County Council) and an initiative called 'Hear Here', providing hearing aid maintenance and support for the elderly across the Diocese.

Nurturing God's Creation is an area of significant interest across the Diocese, and we top the diocesan table when it comes to parishes with Eco-Church awards and those who have completed their carbon audit. We have detailed plans to work towards being Net Carbon-Zero by 2030, and plan to take on new team members to enable our churches and schools to achieve that target.

Transforming Church, Transforming Lives (TCTL) – our diocesan vision - was launched in September 2016 following a long period of prayer and consultation, and continues to guide our thinking and decision-making. It envisages individuals and church communities open to the transforming work of God's Spirit in their own lives, and so becoming agents of Christ's transformation to the world around them. TCTL is a framework not a blueprint, in that we expect all of our parish communities to ask the same questions but not necessarily to come up with the same answers!

After five years we recognised the need to refresh TCTL, and moved from our previous emphasis on 12 goals to a focus on three themes:

- **Growing Disciples**
- **Growing Diversity**
- **Growing Community**

These roughly correspond to the national church's vision for the 2020s, though we have incorporated 'Mixed Ecology' into our first theme and 'Children & Youth' into our second, whilst additionally recognising the need to grow community in our post-pandemic world.

To support our churches as they engage with these themes, our Church House team is developing new strategic thinking in the areas of evangelism and discipleship, children and young people, church planting/mixed ecology, church vocations, racial justice, community engagement, the church in the digital age, and our aspiration to be carbon net zero by 2030.

Since 2021 we have also developed a more focussed approach to embedding our shared vision within the life of all of our parishes, deanery by deanery. The so-called Parish Needs Process is a collaborative and supportive exercise through which our Mission Enablers listen to and support every parish in the creation of their own Church Development Plans, and draw together all the resources they need to achieve their goals; whilst the accompanying Revitalisation Plan is enabling those parishes which face long-term issues of health and viability to get back on track through a range of approaches: church planting/grafting, a change of leadership, the creation of Minster churches and/or pastoral reorganisation.





We have conducted an extensive review of our central teams at Church House Guildford in the past 3 years to ensure that our central team structure, capacity, capability and flexibility is organised to effectively support and help lead the objectives and priorities of TCTL through our churches, chaplaincies, and schools.

Our current structure is set out below.

Meanwhile the Bishop's Leadership Team provides the day-to-day leadership and management oversight for the Diocese and staff teams, and includes Bishops, Archdeacons, the Dean and the three directors of the Church House teams (including the Diocesan Secretary).

The Diocese has a long-established link with the Anglican Church of Nigeria, which is a valuable channel of communication for the Communion as a whole, and Bishop Andrew was delighted to address the Church of Nigeria's annual conference in November 2022. We also have developing links with the Diocese of Sialkot in Pakistan, and with the Lutheran Diocese of Viborg in Denmark, and many parishes have their own links to these and other parts of the world.



GUILDFORD CATHEDRAL





APPENDIX I

KEY STAFF

The Interim Dean (The Venerable Stuart Beake)

The Residentiary Canons (The Reverend Canons Chris Hollingshurst and Rachel Young)

The Priest Vicars (The Reverend Canons Gilly Myers, Duncan Myers (the Anglican Chaplain at the University of Surrey for 80% of his time, 20% Cathedral), and Mavis Wilson)

Mr Matt O'Grady (Chief Operating Officer)

Ms Katherine Dienes-Williams (Organist and Master of the Choristers)

Mr Jim Blake (Head of Property and Facilities)

Ms Nicola Cole (Head of Schools)

Ms Louise Musgrove (Head of Commercial Enterprise)

Ms Nicola Pratt (Head of Development)

Mr Paul Williamson (Dean's Virger)

(vacant) Chief Finance Officer

GUILDFORD CATHEDRAL STAFF ORGANISATION CHART January 2024

