

## A MESSAGE FROM BISHOP RACHEL



"A space with a history to tell and an invitation to encounter the living God." As I look back on the year that's been I continue to give thanks for the mother church of our diocese.

Children gazing up at a large moon; people crowding in to carol services; the small daily gathering in the quiet of each morning as we receive God's love in bread and wine; the nave full of children from our diocesan family of schools; hundreds of clergy renewing their ordination promises on Maundy Thursday; the beautiful music of the diverse choirs; daily prayer for the people and places of our diocese... These are just a 'few of my favourite things' held by a space with a history to tell and an invitation to encounter the living God in the present.

The tiny flames of candles lit by visitors and those which burn on the altar during worship speak of Jesus Christ's hope in the now and for the future. The darkness will not have the final word. So, in our diocese which seeks to live and share Christ's life in all its fullness our Cathedral embraces people's celebration and pain and speaks of Christ's crucifixion and resurrection dwelling together. Thank you - I am excited and expectant for the adventure of 2020.

Cover image courtesy of Kevin Lewis

Bishop Rachel

## WELCOME FROM DEAN STEPHEN

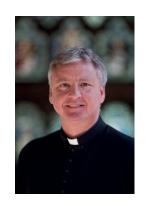
Welcome to a new decade in the service of Jesus Christ through the mission and ministry of Gloucester Cathedral.

Last year was a good one for the Cathedral; we completed significant projects and have planned out carefully our new strategic directions for the coming years. Even though running such a complex organisation as a cathedral (free, open every day, worship, heritage, staff and volunteers, engagement) is a challenge, it is a challenge 'Team Gloucester' meets with enthusiasm. We are in good heart.

That said, each day is only ever a good place to start from again, and to renew our common life for the common good. There is always more to do and each day will bring its challenges. Having faith in each other and faith in the grace of God is what we are about together. Thank you for your interest and your support.

May God bless you and bless Gloucester Cathedral.

Dean Stephen



"Having faith in each other and faith in the grace of God is what we are about together."

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## SERVICES AND VISITOR INFORMATION

#### **OPENING TIMES**

Daily 7.30am - 6.00pm In term time closed between 08.45 and 09.15 for school assembly

#### Cathedral Gift Shop

Mon - Fri 10.00am - 5.00pm Saturday 1.00am - 4.00pm Sunday 11.45am - 2.45pm

#### The Monk's Kitchen

Mon - Sat 10.00am - 4.00pm Sunday 11.00am - 4.00pm

#### **ACCESS STATEMENT**

There is level access to all main areas of the Cathedral except for the Parliament Rooms,
Crypt, Tower, Library and
Tribune Gallery. These areas can be explored using our virtual tour.

#### **DAILY SERVICES**

All are welcome to join us at any of our daily services sung by one of the Cathedral Choirs during term time or a visiting Choir during school holidays.

#### Sunday

7.40am Morning Prayer
8.00am Holy Communion
10.15am Sung Eucharist with Children's Church
3.00pm Choral Evensong

#### Monday - Saturday

8.00am Holy Communion
8.30am Morning Prayer
12.30pm Holy Communion
5.30pm Choral Evensong (4.30pm on Saturdays)

#### FINANCIAL UPDATE

The Cathedral ended 2019 in a reasonably satisfactory financial position. During the year we succeeded in creating a surplus, meaning we are able to reduce the accumulated deficit on the general fund. This result has been achieved in several ways:

- Entry by donation has been implemented and is showing that significant additional income can be generated from our many visitors
- Special events brought visitors to the Cathedral and boosted income, particularly the *Museum of the Moon* exhibition
- We were fortunate to host several commercial filming shoots, including The Spanish Princess
- The Monk's Kitchen had a very satisfactory year, continually surpassing its targets and the results of previous years

As well as developing new strands of income, the Cathedral has again worked hard to contain costs, seeking new ideas for handling its operations. Negotiations have been held with The King's School to restructure the Cathedral's financial support for Chorister school fees, and we plan to run two choirs from 2021 one with boys and one with girls.

Notwithstanding these successful developments, the Cathedral still faces incessant pressures. The estate in and around the Cathedral requires constant maintenance, some of it for major projects, and the continued upward pressure on costs from inflation, although low by historical standards, eats into financial resources.

Paul Mason, Gloucester Cathedral Treasurer

## BUSINESS PLANNING

During 2019 we undertook a process of business planning with the aim of bringing together in one place, the vision, strategic priorities, goals, financial overview and action plans for Gloucester Cathedral, for the period 2020-24.

Building on wide-ranging consultation we carried out in 2018 which resulted in three new Strategic Priorities, in 2019 we undertook the following work:

- We consolidated lessons gained from Project Pilgrim Phase One and reflected on the previous strategic period (2014-2018)
- We used 2019 to stabilise our financial position, investing in 'Entry by Donation' and re-shaping other work areas to maximise income and reduce expenditure. This means we enter 2020 with healthier finances and a more sustainable model of financing in place
- We carried out developmental and scoping work for Pilgrim Phase Two, which will be an innovative and transformative project that will deliver against our three strategic priorities
- During the year we embarked on an exercise to articulate 12 clear five year goals that link directly to our Strategic Priorities.
- Head of Departments created five-year Action Plans which describe the core work and new developments that will be undertaken over the next five years and how success will be measured

The result of this work is the publication of a Business Plan for 2020-2024, which is available publicly for all interested stakeholders.

Emily Mackenzie, Chief Operating Officer



EARBOOK 2020

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# YEARBOOK 2020

## VISION AND PRIORITIES 2019 - 2024

#### **VISION**

Inspired by the Gospel of Jesus Christ, we seek to be in tune with Heaven and in touch with daily life.

#### **PURPOSE**

Reveal and sustain Gloucester Cathedral to inspire all who come, through living faith, history and tradition.



#### **OUR FIVE YEAR GOALS**

#### Priority One:

Welcome ALL visitors joyfully, ensuring every visit has meaning

- 1 Hold at least 1,500 services in the Cathedral every year and increase attendees by 10%
- 2 Welcome 2m visitors over five years with 75% or higher rating their visit as good or above
- 3 Provide singing opportunities and musical education for at least 750, 5-18 year olds every year
- 4 Grow annual visitor income (including donations) over four years by 50%

#### Priority Two:

Ensure the Cathedral is open and relevant for generations to come

- 5 Complete all Cathedral conservation and improvement works outlined in the Development Plan
- 6 Train over 15 new apprentices
- 7 Achieve the 'Investing in Volunteers' quality standard and score at least 80% in our volunteer satisfaction survey
- 8 Ensure the Cathedral is open for future generations by growing general fund reserves to £800K

#### Priority Three:

Use our assets and partnerships to make a real impact on the local community

- 9 Increase our active engagement with children and young people by 25%
- 10 Reduce our carbon footprint and achieve Eco Church Gold Award status
- 11 Actively support at least 40 people experiencing homelessness to access new opportunities for personal development and well-being
- 12 Create a well-being garden with associated activity and outreach programme

#### **KEY RESULTS** 2019

400,000+ visitors

30,000+ volunteer hours given

new gargoyles designed

82% Visit England Quality score (up 3%)

£357,000 donated on entry 3,142 breakfasts served to the city's homeless and vulnerable

70,000+ people visited Museum of the

Phase 1 of Project Pilgrim completed within budget 750 5-18 year olds sang in the Cathedral

AHI 2019 Discover Heritage Award

So Glos 2019 Cultural Venue Award

2019 Green Tourism Award (silver)

Eco Church Bronze Award 2019

#### **OUR WELCOME CONTINUED** TO IMPROVE **IN 2019**

The monks who first lived and worshipped at St Peter's Abbey followed The Rule of St Benedict which teaches that all should be welcomed as Christ himself. Today we try to extend that warm welcome to all of our visitors, no matter who they are or what their purpose for visiting is.

We are part of the Visit England Quality Assurance Service who send a mystery visitor to assess and score our visitor experience annually. In 2019 our overall score went up by 3% from 79 to 82%. Our highest scoring section was for our people (including welcome, customer care and knowledge) in which we received 89%. In the coming year our aspiration is to continue making improvements so that we can push that score to 90%, which would make us eligible for a Visit England accolade that showcases places that go the extra mile to provide a high quality visitor experience.

#### **W**elcome

- We offer a warm welcome to everyone, making eye contact, smiling and saying hello
- We are identifiable and give our names where possible

#### couragemen

- · 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

#### earning

- We encourage questions, no question 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 and there is no charge to visit

#### 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

#### **M**indfulness

- 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 whilst they are here

#### xcellence

- 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

moon



### 2019 IN PICTURES

Thank you for all the pictures you shared with us in 2019. We love seeing the experiences you have here - it is so much more than just a building, and you help us to add to its history every day.

Follow us on Facebook (@GloucesterCathedral), tag us on Twitter (@gloscathedral) and find us on Instagram (@gloucestercathedral) to keep up to date and see what happens behind the scenes.































## Projects **OVERVIEW**

Phase One of Project Pilgrim came to an end in the final months of 2019.

Alongside the dramatic improvements to the condition of the Cathedral and its grounds, it's been great to see the impact of the different team members: both Charlie Peak and Helen Jeffrey have been retained as valued members of staff in the Visitor Experience and new Social Responsibility Teams.

We've also established a new way of developing and delivering projects and 2020 will be a mix of delivering one existing project and developing one new one.

The existing project is the stonemasons' conservation of the North Ambulatory stonework.

Progress so far has been steady but mostly hidden behind the scaffold.

In 2020 the team will finish carving and installing the remaining four county gargoyles and all work should be finished by November with the scaffolding coming down to reveal one of the oldest parts of the Cathedral by Christmas.

Less visible will be work to develop Phase Two of Pilgrim which focuses on the Cathedral's Abbey history and will include conservation of the Cloisters and Parliament Suite, alongside a focus on social responsibility and the environment. You can expect to see trials and pilots of different activities, with lots of conversations and a programme of consultation to make sure we get everything right. A first application to the National Lottery Heritage Fund will be submitted in November.





#### **Projects**

## THE GLOUCESTER CANDLESTICK

After 800 years the Gloucester Candlestick will return to its original home at Gloucester Cathedral through the creation of two 3D replicas.

Considered to be one of the most significant examples of Romanesque art in Europe, the original is held at the Victoria & Albert Museum. It was made around 1110, commissioned by Abbot Peter for St Peter's Abbey, Gloucester.

The circumstances of how it left Gloucester are shrouded in mystery, but eventually the candlestick travelled to Le Mans Cathedral. Replicas make it possible to share the beauty of this object with visitors to the Cathedral. These replicas have been made using modern methods of scanning and 3D printing by Gloucestershire engineering company Renishaw. The candlestick is the earliest object in the V&A collections that has been reproduced in this way to date.

One candlestick will be held in the Tribune Gallery chapel with engaging interpretation and one will be on display in the Treasury to enable access to all. We aim to have the replicas installed before the September 2020 Gloucester History Festival and make them our focus for a series of lectures and activities.









#### New for 2020

#### CATHEDRAL **COMMUNITY**

#### Welcome

We warmly welcome all newcomers or returners to the Cathedral community. There is information on the website about Welcome and the life and activity of our community. We also have a booklet about Welcome available on request or on the website.

#### Rule of Life

The Rule of Life/Framework for Living group will meet throughout the year on the first Tuesday evening of each month. This is for anyone who'd like to follow up the outworking of our Rule as a framework for their own spiritual lives in the areas of hospitality, prayer, work, reflection and



recreation. Please do have a look at the Rule on the website if you'd like to find out more.

In 2020 we will also be having an afternoon with Father Martin from Prinknash Abbey and offering a Quiet Day.

#### Social events

A group meets for lunch in the Monk's Kitchen on the 3rd Sunday of each month after the service and we will be having another Quiz Night in the summer.

Brunch & Bounce meets monthly in the Chapter House and its bouncy castle, craft, food and newspapers are very popular, bringing in families from across the city.

#### Baptism and Confirmation

If you're interested in these important staging posts of faith, please speak to one of the clergy. We will welcome Bishop Rachel to lead baptism and confirmation services in the early summer. For more information about the Cathedral Community visit www.gloucestercathedral.org.uk/worship

#### New for 2020 SOCIAL RESPONSIBILITY



Social Responsibility: Using our assets and partnerships to make a positive contribution to our local communities.

In 2019 social responsibility work was highlighted for the first time as one of three strategic goals in the Cathedral's renewed vision and strategy. Building on established work with those experiencing homelessness, notably the Cathedral Breakfast Club, and on environmental sustainability, a forward-looking programme has been developed.

#### In 2020 we will:

- Build on the success of Breakfast Club by piloting and evaluating additional projects to support those experiencing homelessness, with a focus on well-being
- Work closely with the Diocese of Gloucester and other partners to reduce our carbon footprint and highlight how we can act positively in response to the climate emergency
- Re-introduce weekly mindfulness sessions during Lent drawing on the Benedictine tradition of meditation. We will also be exploring other creative ways of supporting mental health and well-being through the arts, including photography and music
- Further Develop our work with Bridge Training and others to give young people an opportunity to develop creative skills, especially through using film and new media to capture their response to the Cathedral's history and purpose.

YEARBOOK

## EARBOOK 2020

### New for 2020 **MUSIC**

A new Cathedral Middle Choir was formed in September 2019 to provide singing opportunities for young people who had become too old for the Cathedral Junior Choir but were too young to join the Youth Choir.

Children can join the Middle Choir when they go into School Year 6, with no audition. They can then remain in the choir until the end of School Year 9, after which they are encouraged to progress into the Cathedral Youth Choir (School Years 10 to 13). Rehearsals are held on Saturday mornings during term time, 11am - 12noon, in the Cathedral Education Centre.

The Cathedral Middle Choir has progressed significantly since its first rehearsal and currently comprises twenty young people.



On Sunday 17 November 2019, the choir gave its first public performance at the Switching on of City Christmas Lights Service, singing with the Cathedral Youth Choir to a full Cathedral. Members are encouraged to learn (or begin to learn) to read music, which is fitting for children of this age and ability. During Spring and Summer 2020 the choir will:

- be integrated into the monthly Second Sunday Eucharist routine
- join forces with the Youth Choir for their concert with the Gloucestershire Academy of Music on 9 March
- participate in the Mothering Sunday
   Eucharist Service on 22 March
- sing Evensong with the Cathedral Youth Choir and the Swedish Girls Youth Choir from Vasteras Diocese on 30 April.



Gloucester Cathedral and The King's School are set to make history by offering choral scholarships to girls for the first time. For 478 years Boy Choristers have been educated exclusively at King's, with each boy receiving a choral scholarship towards their school fees. This development is a significant step in the Cathedral's rich choral history and will ensure equal opportunity for both girls and boys. The Girl Choristers were established in 2016 and have played an important part in Cathedral worship, singing weekly at Evensong and contributing to other services across the year.

From 2021, all 16 Girl Choristers will be offered a choral scholarship by the School and the Cathedral. Chorister duties will be shared equally between boys and girls, ensuring both play a full role in the musical life of the Cathedral.

Singing audition dates for aspiring choristers have been set for Wednesday 26 February 2020 (girls) and Friday 28 February 2020 (boys). The Cathedral and the King's School will also hold a "Chorister Experience" Open Day on Saturday 26 September 2020 to which all are welcome.

## YEARBOOK 2020

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#### New for 2020

#### **VOLUNTEERING**

We ended the decade with a year during which volunteers generously contributed in excess of 30,000 hours to enable the Cathedral to open its doors to the thousands of visitors and worshippers.

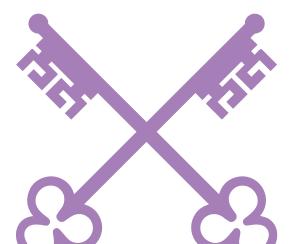
Our Welcomers and Guides faced the biggest changes as they helped us make the transition to a new staffed welcome desk. This enabled us to not only increase visitor donations, but to give the volunteers direct contact with a front of house team, and a new system where visitors buy tickets for our highly valued series of Cathedral tours.

Amongst the thousands of visitors who have taken a tour of our glorious building, we can now include the former Poet Laureate, Carol Ann-Duffy and the US Ambassador to the UK, Woody Johnson.



The Volunteers Evensong dedication and party returned, and it was wonderful to see so many of the team there. We plan to hold the next one in the second half of 2020.

We had a good response to the 2019 volunteer survey which has pointed us towards some new ideas to help improve the experience of Cathedral volunteers. Thank you for all your feedback. It is quite an achievement that of the responses 25% have volunteered for over 10 years with 7% of those volunteering for over 20 years. The survey is still available so you can fill one in at any time if you contact Charlie Peak.





#### **Training**

Thanks to those who attended a session in 2019, these included inductions, defib and first aid awareness, and above all Safeguarding. Our commitment to raising Safeguarding awareness and confidence amongst the Cathedral community remains a major priority.

This year much of the Safeguarding training will be available online. A link will be sent to your email at the appropriate time. If you do not have access to a computer, we can arrange a time to visit the Cathedral office and complete the session with our help.

This summer we will be looking for expressions of interest for the guides training course 2021. This is scheduled to run on Wednesday mornings from the start of January until the end of May. If you would like to learn more, please contact Charlie.

Don't forget that as a volunteer you can claim a 10% discount in both the shop and Monk's Kitchen when on duty.

Please stay in touch with us, there are several ways to do so:

- Sign up for Charlie's regular volunteer update email
- Leave us a message in the diary on the counter in the Volunteer room
- Make sure we have your latest contact details
- Call 01452 229823 or email charlie.peak@gloucestercathedral.org.uk

# GLOUCESTER CATHEDRAL

#### New for 2020 **VISITOR EXPERIENCE**

This time last year we were planning for the arrival of the new Visitor Services team and the launch of our new Entry by Donation approach.



It's been a busy and successful past 12 months and one year on we've seen hugely positive results. As well as the benefits gained from having a dedicated front of house team for the first time, the financial results show that visitor donations have exceeded £350,000, triple the amount given in previous years. Don't forget that to allow quick and easy entry, members of the Cathedral Community are entitled to a 'Your Cathedral Card' which when shown will enable you to enter the Cathedral without having to wait in line or be asked for a donation. If you haven't got a card yet, just come along to the Welcome Desk and ask for one.

A key area of focus for 2020 will be the development of our guided tours offer for visitors, so look out for additional Tower Tours, regular Cloister Tours and following the success of Cathedral evening openings during Museum of the Moon, more of those later in the year.

#### Supporting Your Cathedral **GIVING OPPORTUNITIES**

As a charity which receives no government funding, we rely on the generosity of our donors and supporters to be able to continue our mission and the delivery of our services.



Regular givers provide an essential stream of income which helps us to meet the ever-increasing cost of sustaining our core activities. If you wished to support us, below are just a couple of examples of how you can do so:

• At any point, you can make a donation to a particular area which you feel most passionate about. This could include: music. stonemasons, outreach work or education

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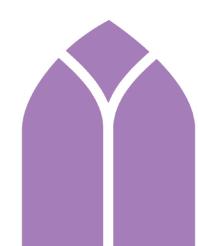
YEARBOOK

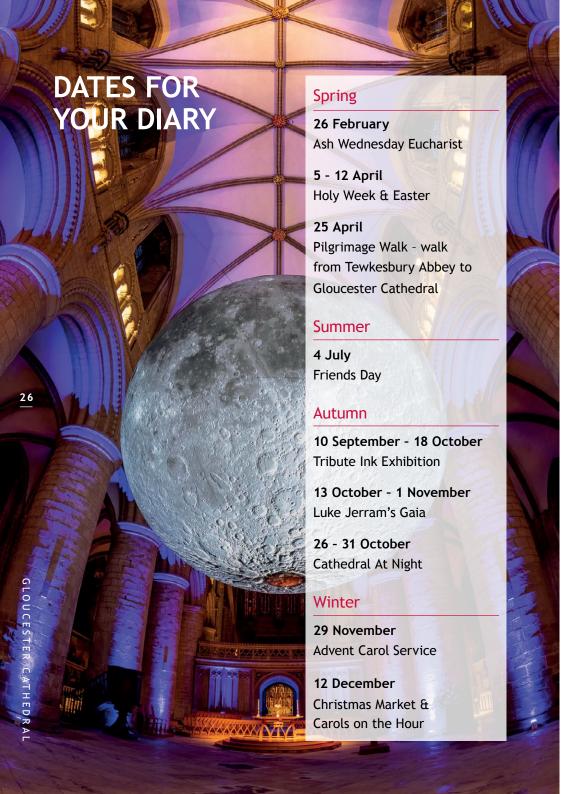
• Or, you can make a general donation, which will be assigned to the most pressing area of need within the Cathedral.

Our fundraising team is always on hand to ensure your charitable giving meets your wishes and creates a long-lasting impact.

Donation of all sizes can be made via BACS, cheque or by contacting our Development Team on Development@cathedral.org.uk or by calling 01452 874965

If you are interested in any of those opportunities, please do get in touch.





#### SAFEGUARDING



Within Gloucester Cathedral, Chapter reaffirms our safeguarding commitment regularly. The Cathedral's Safeguarding Handbook and Policy and Safeguarding Activity Plan are available to view on the website. All staff and volunteers are required to undertake safeguarding training.

The Cathedral has in place a Service Level Agreement with the Diocese for HR and Safeguarding. If you would like to speak with someone about a safeguarding issue please contact:

Head of HR & Safeguarding, Judith Knight

Tel: 01452 835526

Email: jknight@glosdioc.org.uk

Diocesan Safeguarding Adviser, Becca Faal

Tel: 01452 835516

Email: bfaal@glosdioc.org.uk

Diocesan Safeguarding Adviser, **Brett Riches** 

Tel: 01452 835516

Email: briches@glosdioc.org.uk



If you need to contact someone out of the usual office hours, please call 07944 680320.

Gill Brook is the Nominated Safeguarding Person for the Cathedral congregation. Gill can be spoken to in person in the Cathedral on Sundays, or contacted via the office on 01452 528095.

Gloucester Cathedral continues to promote safeguarding across all its activities and is committed to building on a positive safeguarding culture.

# GLOUCESTER CATHEDRAL

## STAFF CONTACTS 2020

#### For general enquiries contact Reception

Tel: 01452 528095

Email: reception@gloucestercathedral.org.uk

For specific enquiries:

#### Clergy

Fi Price

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**Education Officer** 

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Communications Officer

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Music Department Manager

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#### **Projects**

Anne Cranston

**Head of Projects** 

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Email: anne.cranston@ gloucestercathedral.org.uk

#### Safeguarding

Diocesan Safeguarding Adviser

Tel: 01452 835558

Out of hours: 07944 680320

Email: safeguarding@

glosdioc.org.uk

#### Visitor Experience

Frances Bircher

Visitor Experience Officer

Tel: 01452 508210

Email: visits@

gloucestercathedral.org.uk

#### Volunteering

Charlie Peak

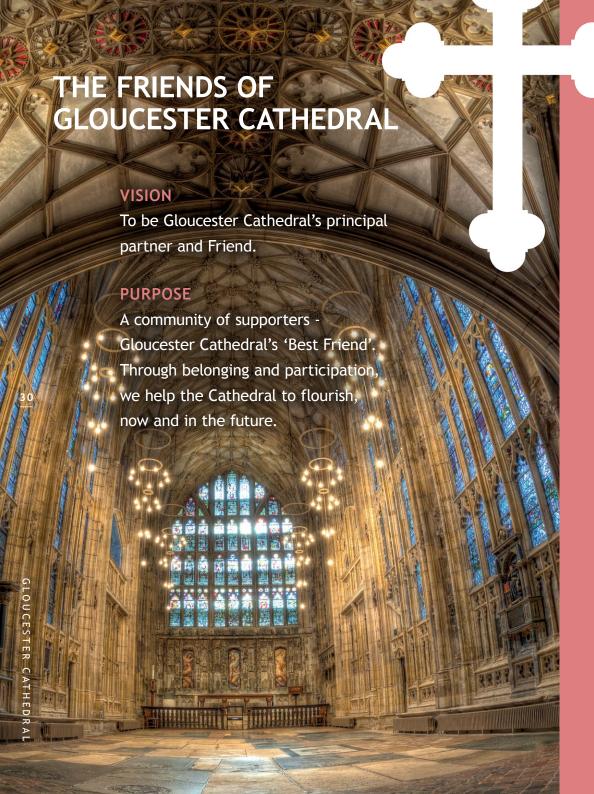
Volunteer Officer

Tel: 01452 229823

Email: charlie.peak@

gloucestercathedral.org.uk





#### The Friends' Support for the Cathedral

The Friends supports the Cathedral by making grants towards specific activities and projects: in excess of £1.125 million between 2009 and 2016. In 2018 The Friends gave £133,575. Most of our grants are for fabric projects (works that support the Cathedral building and grounds) and to support the Cathedral choirs. In recent years the Friends has been the Cathedral's biggest donor, after the Heritage Lottery Fund. We were proud to be the first and last funders of Project Pilgrim Phase 1, including the Lady Chapel Conservation.

#### Membership

The Friends welcomes people of all faiths and none, of all ages and backgrounds, to join us in supporting the Cathedral.

Membership starts from just £20 a year with the following benefits:

- special access to the building
- opportunities to learn about the Cathedral and its history through talks and newsletters
- a varied programme of events and outings

#### The Year Ahead for The Friends

Lecture topics for 2020 include the priceless Gloucester Candlestick (now in the Victoria and Albert Museum), the Cloisters, and the probable donor of the Lady Chapel East Window. The summer party will be held at Highnam Court, and visits are planned to Hereford Cathedral, Berkeley Castle, and Colesbourne Arboretum. New members will receive a warm welcome.

For further information about the Friends, visit www.gloucestercathedral.org.uk/friends

