



GUILDFORD
CATHEDRAL

GUILDFORD CATHEDRAL

- **Vacancies for Chapter Members**
- **Vacancies for Members of the Finance, Audit & Risk Committee**

NOVEMBER 2025



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LETTER FROM THE DEAN

The Very Reverend Bob Cooper

Thank you for the interest you have shown in joining our community here on Stag Hill.

I was installed as Dean here in January of this year, and as a relative newcomer myself, I would like to share some reflections on these first six months here at Guildford Cathedral, and to look ahead to the exciting journey that lies before us.

The growth we have witnessed in our congregations has been genuinely encouraging. There is a palpable sense of anticipation in our services, and I have been moved by how both long-standing members and newcomers have embraced one another. This growth is not merely about numbers – though numbers matter – but about the direction of our worship, the depth of our prayer life, and the increasing breadth of our mission to serve both our local community and the wider church. It is with this foundation of strength and hope that we are embarking on a comprehensive revision of our Vision and Strategy. This is not something we are undertaking lightly or in haste. Over the coming months, we will be creating multiple opportunities for every voice to be heard – from our youngest choristers to our most senior volunteers, from our dedicated staff to our faithful congregation members. We will also be engaging with the civic, business and academic communities in Guildford and across Surrey. We will be hosting listening sessions, small group discussions, and larger gatherings because we believe that our vision must emerge from the collective wisdom and prayer of our entire cathedral community. I cannot emphasize enough how vital it is that this entire process be surrounded by prayer. We are not simply planning for the future; we are seeking to discern God's calling for this place and these people in the years to come.

I invite you to join us as we navigate this important work together. I am particularly grateful for the excellent partnership we are developing with the Diocese of Guildford. Bishop Andrew and I have established a strong working relationship, and there is a real sense of shared purpose between the cathedral and the diocese. We are not separate entities working in parallel, but partners in the Gospel, each bringing our unique gifts to serve the mission of Christ in Surrey and beyond. This collaboration strengthens both institutions and provides a model for how cathedral and diocese can work together effectively.

However, I would be less than honest if I did not acknowledge the financial challenges we face. Like many cathedrals across the country, we are grappling with the realities of maintaining a historic building, supporting excellent music and worship, and expanding our mission and ministry, all while managing the economic pressures that affect every organization today. These challenges are real and require our sustained attention and creative solutions. We are committed to addressing these issues with both practical wisdom and faithful stewardship as part of our broader Vision and Strategy work. Having read through this Information Pack, I very much hope that you will be inspired to help us as we move forward with faith in Christ.

The Very Rev'd Bob Cooper
Dean of Guildford

CHAPTER VACANCIES

STATEMENT OF NEEDS BY GUILDFORD CATHEDRAL CHAPTER

The Chapter of The Cathedral Church of the Holy Spirit is delighted that you are potentially interested in joining us as a member.

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 the opportunity to serve the Cathedral here 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 were nominated 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.

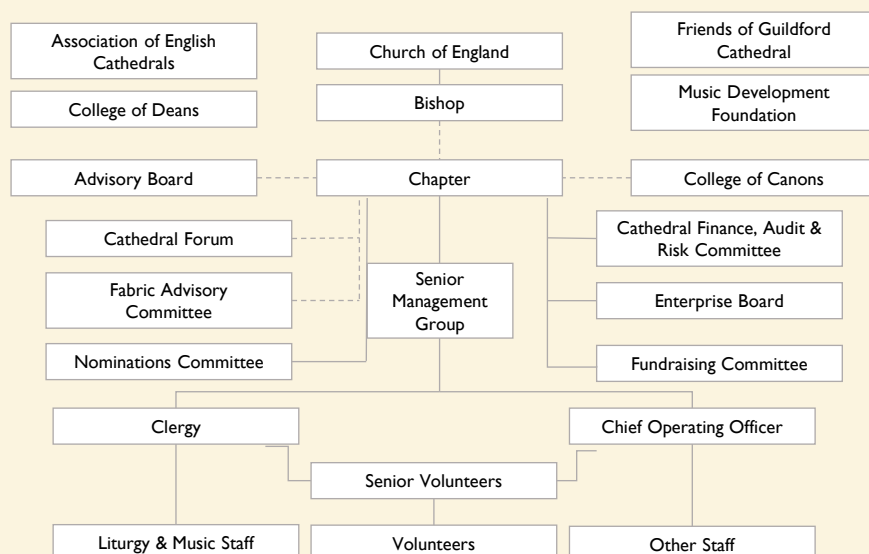
Chapter is served and advised by three Chapter committees – the Development Committee (which has the responsibility for Fundraising, Marketing and Communications) the Cathedral Finance, Audit and Risk Committee, and the Nominations Committee (which has responsibility for managing the recruitment of Chapter 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 mean 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 slowly rising as we have come out of the pandemic and with the arrival of Dean Bob earlier in 2025. We have a number of university students and families with children in the congregation, and of course our 20 boy choristers and 18 girl choristers, but the majority of the members of our congregations are over 50 years of age.

As part of our Vision and Strategy work, there is an aspiration to re-establish a Sunday School for children aged 4-11, which had not run since the pandemic, and currently that is held on the first Sunday of the month. We have children's services on Good Friday and Christmas Eve. The numbers attending these since they were introduced have steadily increased.

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 fully to 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. 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.

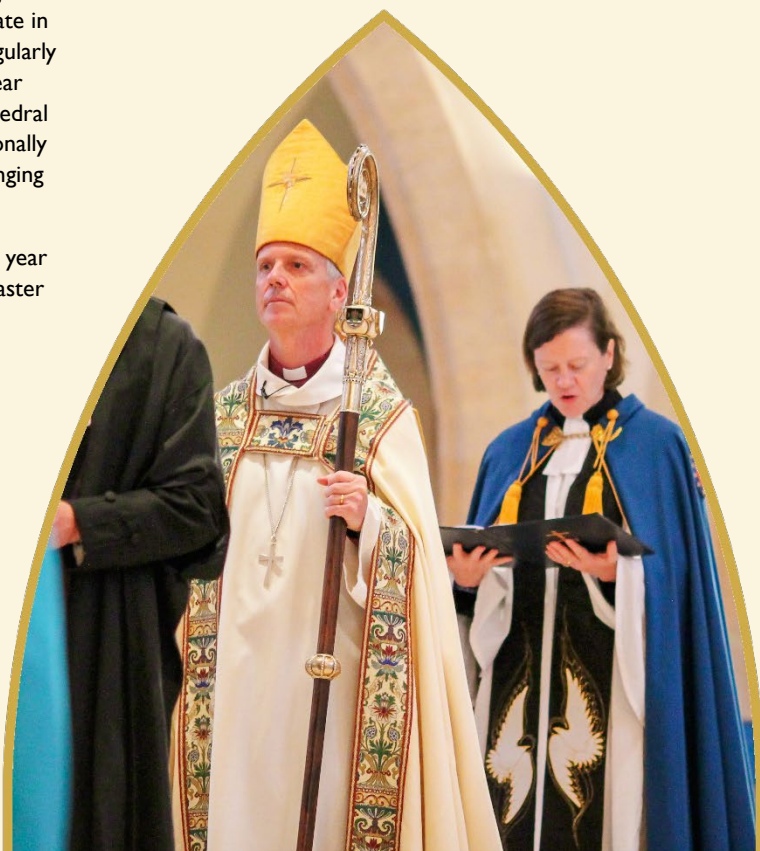
University graduation ceremonies take place twice a year at the Cathedral, postgraduates for two days after Easter and undergraduates for a week in July.

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 and we regularly welcome 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 host 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.



RESPONSIBILITIES OF THE CATHEDRAL CHAPTER

- The Chapter must direct and oversee the administration of the affairs of the Cathedral; and in performing that duty, the Chapter must in particular
 - (a) order the worship of the Cathedral and promote its mission;
 - (b) formulate, after consulting the Bishop, proposals relating to the general direction and mission of the Cathedral
 - (c) prepare an annual budget for the Chapter
 - (d) prepare an annual report for the Chapter and annual accounts for audit and subsequent approval
 - (e) keep under review this Constitution and the Statutes
 - (f) manage the property which is vested in the Chapter and the income accruing from it and, in particular, ensure that any necessary repairs and maintenance in respect of the Cathedral and its contents and other buildings and monuments are carried out
- The Chapter must, within ten months of the end of its financial year, send a copy of its accounts and annual report to the Church Commissioners, the Bishop and the Charity Commission
- The Chapter has the powers relating to investment and other uses of money which are set out in section 24 of the Measure
- The Chapter is not permitted to use the power conferred by section 292B of the Charities Act 2011 (social investment power)





GUILDFORD CATHEDRAL CHAPTER

Guildford Cathedral is seeking new members of Chapter.

The Cathedral Chapter is the governing body of the Cathedral. As the moment, it has eight members: The Dean, the two residentiary canons (who hold executive roles as well as governance responsibilities), and five lay members, including the Senior Non-Executive Member who is appointed by the Bishop. Under our constitution, at least two-thirds of the Chapter must be lay persons.

Our Chapter endeavours to tell the good news of Jesus Christ, enable ministry and faith in the community, serve the Diocese, the county of Surrey and locality and develop the Cathedral's resources and estate in a manner which honours God.

They also ensure that the Cathedral has a clear strategy, and that our work and goals align with our vision. Just as importantly, they support and challenge the executive team to enable the Cathedral to grow and thrive and, through this, to achieve our vision. All discussions and decisions are set within the context of prayer.

Chapter members have a collective responsibility. This means that they always act as a group, not as individuals.

Chapter members bring a diverse range of experiences, and following a recent skills audit, we are looking to recruit at least two more trustees. We would particularly welcome applications from those with a strong background in charity law, in business and strategy development, in facilities management and in Charity finance, as we prepare to launch our new five-year Vision and Strategy Plan.

Chapter is supported by several committees, and members are expected to bring their skills to those as appropriate. Committees also offer opportunities for skilled parties to contribute to our work by bringing their knowledge to the table so that Chapter members can make informed decisions. In this regard, we currently have two vacancies on our Finance, Audit and Risk Committee, chaired by the Chapter Member who is also the Honorary Treasurer, and we would very much welcome interest from you if you have skills in this area.



CHAPTER MEMBER – GUILDFORD CATHEDRAL

Person Specification

ESSENTIAL

In order to become a Chapter Member, under the Cathedrals Measure it is necessary to be a communicant of the Church of England, or else a communicant member of a Church which is not in communion with the Church of England but subscribes to the doctrine of the Holy Trinity.

It is necessary to be committed to our Christian principles and vision, and also to understand and reflect the Nolan principles of conduct in public life.

DESIRABLE

Although previous trustee experience would be helpful, we are particularly keen to encourage those who have not been trustees before, but who can bring a fresh perspective to Chapter.

Professional or voluntary experience in one or more of the following areas:

- Charity law and governance
- Charity finance (for which there also vacancies for non-Chapter members on our Finance, Audit and Risk Committee)
- Business and strategy development
- Facilities management

KNOWLEDGE, SKILLS AND PERSONAL QUALITIES:

- Discernment and good judgment in matters of governance, finance and pastoral care; understanding of cathedral life would be helpful
- Strong commitment to the safeguarding, equality and inclusion policies of the Cathedral
- A collaborative spirit and willingness to engage in constructive discussion and shared leadership
- An ability to work to prioritise and drive key strategic initiatives
- The ability to work with other Chapter members, clergy and lay staff, volunteers and external partners to deliver for the good of the Cathedral
- Strong communication skills and the ability to balance tradition with innovation



MEMBER OF CHAPTER ROLE DESCRIPTION – GUILDFORD CATHEDRAL

Accountable to

The Dean of Guildford, The Very Reverend Bob Cooper

Where Meetings are Held

The Chapter House, Guildford Cathedral.

There is usually one annual off-site away day.

Time commitment:

11 meetings per annum, held on the second Tuesday of the month, from 1015-1230. One annual away day.

Sub-committees meet at least quarterly each, as required.

Chapter papers are sent a few days in advance, and it is expected that you should read them and come prepared to discuss the contents.

Expenses

This role is voluntary, and unremunerated

Induction and training

Chapter members will receive induction training, and ongoing trustee training will also be undertaken.

Chapter has specific responsibilities to ensure that safeguarding is inherent and embedded into our culture, and its role is to maintain its policies and procedures around all safeguarding issues.

Chapter is advised on matters concerning the Cathedral building by the Fabric Advisory Committee.



NEW FINANCE, AUDIT AND RISK COMMITTEE

NEW MEMBERS' ROLE DESCRIPTION

Guildford Cathedral now seek new members of the Finance, Audit and Risk Committee

The Finance, Audit and Risk Committee supports the Chapter of Guildford Cathedral in ensuring sound financial management, effective risk oversight, and the long-term sustainability of the Cathedral's mission and operations. Committee members contribute their professional expertise and judgment to help safeguard the Cathedral's assets, ensure compliance with relevant legislation, and uphold the highest standards of governance and stewardship.

The Chair of the Committee, who is known as the 'Honorary Treasurer', is appointed by Chapter. They must have recent and relevant financial experience and must be a member of Chapter.

There are at least six members of the FARC. A member holds office for up to three years, and that may be renewed for two further consecutive terms. Quorum for the committee is four members, of which at least one must be a member of Chapter.

Key Responsibilities

Financial Oversight

Review and monitor the Cathedral's financial performance against budgets, forecasts, and strategic plans.

Advise Chapter on matters of financial policy, investment, reserves, and liquidity management.

Ensure that financial reporting is transparent, accurate, and compliant with relevant accounting and charity regulations.

Risk Management and Compliance

Oversee the Cathedral's risk management framework, ensuring key strategic, operational, financial, and reputational risks are identified, monitored, and mitigated.

Ensure appropriate internal controls, financial procedures, and delegated authorities are in place and operating effectively.

Review compliance with charity, employment, safeguarding, and data protection requirements relevant to the Committee's remit.

Audit and Assurance

Review the findings and recommendations of internal and external audits and monitor the implementation of agreed actions.

Strategic and Advisory Role

Contribute to the Cathedral's strategic and financial planning processes, ensuring decisions are informed by sound financial and risk considerations.

Champion good governance, transparency, and accountability across all aspects of the Cathedral's operations.

FINANCE, AUDIT AND RISK COMMITTEE MEMBER – GUILDFORD CATHEDRAL

PERSON SPECIFICATION

ESSENTIAL

A commitment to the mission, values, and worshipping life of Guildford Cathedral.

Professional qualifications and practical experience in:

- Finance, accounting or investment
- Risk management, business management or strategy advice
- Governance
- Reviewing and challenging budgets, forecasts and longer- term investment plans
- Monitoring internal control and compliance frameworks
- An understanding of, or willingness to learn about, the governance framework of cathedrals and the Church of England

DESIRABLE

- Experience of charity, ecclesiastical or not-for-profit finance and governance.
- Assessing property investment opportunities
- Familiarity with financial regulations applicable to registered charities and religious institutions

KNOWLEDGE, SKILLS AND PERSONAL QUALITIES

- Integrity, sound judgement, and a collaborative approach
- Discernment in matters of governance, finance and risk
- A collaborative spirit and willingness to engage in constructive discussion
- An ability to work to support the Chapter in prioritising and driving key strategic initiatives

WHERE MEETINGS ARE HELD

The Chapter House, Guildford Cathedral.

TIME COMMITMENT

Meetings are held four times a year on a Thursday

Papers are sent a few days in advance, and it is expected that you should read them and come prepared to discuss the contents.

EXPENSES

This role is voluntary, and unremunerated.



HOW TO CONTACT US

Please email us **or** send a letter, indicating your interest in joining the Chapter and/or in becoming a member of our Finance, Audit and Risk Committee, outlining how you meet the Person Specification of either of these roles in one of the following ways:

By email to

communications@guildford-cathedral.org by **5 January 2026**.

By post to

The Senior Non-Executive Member of Chapter, Major-General Roddy Porter, at Guildford Cathedral, Stag Hill, Guildford, GU2 7RP by 5 January 2026.

We will be holding some preliminary conversations with a member of Chapter during the week beginning 19 January 2025.

Final discussions with members of the Nominations Committee will be held in the week beginning 26 January 2025.

Following this, recommendations will be put forward to Chapter.

References: we will seek these prior to anyone new joining the Chapter or the Finance, Audit and Risk Committee.



GUILDFORD CATHEDRAL

