



GUILDFORD
CATHEDRAL

The Cathedral of the Holy Spirit

Our Strategy 2026—2032



This strategy has been a long time coming, and it is the better for it. Before a word was written, we listened: to those who worship here week by week, to those who have never crossed the threshold, to clergy and civic leaders, to young families and long-serving volunteers. You all helped shape what you are reading. You told us what you love about this Cathedral, what concerns you and what you believe we can, together, become. What follows is our response.

*What you told us was both humbling and energising.
This Cathedral is loved. It is also capable of so much more.*

We face real challenges, and we name them honestly in these pages. But we begin from a place of genuine confidence, rooted not in our own abilities but in the God whose Cathedral this truly is. The foundations are strong. The calling is clear. The people are willing.

I commend this strategy to you with gratitude and with joy. Come and be part of what is ahead.



**The Very Reverend Bob Cooper,
Dean of Guildford**

Introduction

1. **What is a Cathedral in the 21st Century?** An English cathedral in the 21st century is first and foremost a place where people gather to worship God, to be shaped by the story of Jesus, and to be encouraged to follow Him daily. It is also a place of welcome for all, whether they come with deep faith, fragile faith, or no faith at all, offering beauty, stillness, music, and a space to reflect. It stands as a civic and cultural heart for its community, helping people feel connected, supported, and inspired to live well together.
2. **Vision for 2026–2032.** Guildford Cathedral rising above Stag Hill is such a place, widely recognised but, more importantly, ‘owned’ by everyone in Surrey and the Diocese of Guildford¹. Its history is as ‘the people’s Cathedral’ (see **Appendix 1** for a short history) and its deep purpose is found in the life it nurtures. It is a place where people encounter God and find repose, a beacon of faith for the parishes of the Diocese and a sign of hope in an uncertain world.

Those who care about the Cathedral see extraordinary potential. They have spoken honestly about the challenges we must address—improving sound and accessibility, strengthening our connection with the town, and clarifying our purpose and presence. These insights are not obstacles; they are invitations to grow.

Across all the voices we have heard, a shared aspiration emerges: a Cathedral that is open, welcoming, creative, and outward-looking. A place where music and the arts flourish; where faith is nurtured and deepened; where families feel at home; where the lonely and sad find refuge and people can explore meaning and purpose; and where the Cathedral plays a confident role in our wider civic and cultural life.

¹ A Diocese in the Church of England is a large geographic area made up of many local churches, all looked after by a bishop. It functions as the Church’s regional family, providing leadership, support, and coordination for worship, ministry, and community life across that whole area. Since 1927, the Church of England presence covering most of Surrey and Northeast Hampshire has been known as the Diocese of Guildford. More than a million people live within this area, defined as covering two-thirds of Surrey (including Egham, Banstead, Dorking and Farnham), parts of Northeast Hampshire (including Farnborough and Aldershot), one parish each in Sussex, and one in Greater London. For ease of expression, this paper refers to the area as, ‘Surrey and the Diocese of Guildford’.

We begin with strong foundations—our story since 1961, choral excellence, our beautiful modern gothic² interior, our warm hospitality, and our ability to host significant events. Building on these gifts, we commit to becoming a living centre of worship, culture, and community: a place where people encounter beauty, discover purpose, and experience hope.

We commit to our Vision of:

Worshipping God Transforming lives, Serving community

This strategy marks the beginning of a shared journey towards a confident, compassionate future for Guildford Cathedral. It is bathed in prayer and founded on a theological understanding of who we aspire to be, which can be found at **Appendix 2**.

3. **Purpose.** The Cathedral of the Holy Spirit, Guildford, exists to be a Christ-centred beacon of worship, witness and transformation for the civic life of Surrey and the Diocese of Guildford.
4. **Rooted in Scripture and the Sacraments, the Cathedral Offers Beautiful Liturgy, Theological Depth and is a House of Prayer For All.** As the mother church of the Diocese, the Cathedral gathers and equips the diocesan family. She proclaims the Gospel boldly and engages compassionately with the wider community, serving as a place of encounter, discipleship, learning and hope where faith is lived, deepened, shared, and renewed.
5. **Guildford Cathedrals Values.** (See **Appendix 3** for full details.) We stand for:
 - a. Christ-Centred Worship and Spiritual Depth.
 - b. Discipleship, Learning, and Spiritual Growth.
 - c. Mission, Evangelism, and Public Witness.
 - d. Inclusivity, Community, and Diocesan Unity.
 - e. Stewardship, Integrity, and Strategic Sustainability.
 - f. Youth, Families, and Future Generations.
6. **Strategic Themes.** Our values will be delivered through six strategic themes that govern our work. The Strategic Themes are derived from a comprehensive consultation process, see **Appendix 4**, and fully defined at **Appendix 5**:
 - a. **Worship.** Worship at the Cathedral begins with a genuine welcome that helps people feel seen, valued, and at ease. It offers moments of stillness, beauty, music, and reflection that help people connect with God. **Success looks like:** people of all backgrounds feeling at home in the building and leaving with a sense of peace, meaning, and uplift.

² Modern Gothic refers to a style that blends traditional Gothic (12th–16th Century) elements with contemporary architectural techniques. Guildford Cathedral is a modern Gothic structure that incorporates innovative construction methods, such as high-level cast in-situ concrete, while maintaining the aesthetic of Gothic cathedrals. This fusion allows the Cathedral to stand as a unique example of 21st Century Gothic architecture, showcasing historical tradition and modern innovation.

- b. **Learning.** Learning is a lifelong journey in which people of every age can explore big questions, deepen their understanding, and grow in confidence. The Cathedral creates spaces for conversation, reflection, and discovery—whether through talks, groups, discussions, or partnerships with schools and universities. **Success looks like:** a community where curiosity thrives and people feel supported as they explore ideas, values, and purpose.
 - c. **Mission.** Mission is expressed through serving the community, both those of faith and those who are spiritually curious, with compassion, sharing hope, and engaging people both in-person and online. It includes practical support, social action, creative communication, and partnerships that help meet real needs across Guildford and the wider region. **Success looks like:** more people encountering God through the Cathedral’s message of care, purpose, and hope—whether onsite, in the community, or online.
 - d. **Community.** The Cathedral acts as a gathering place for the wider region, bringing people together for moments of celebration, remembrance, and shared purpose. It works closely with local organisations, civic partners, and community groups to strengthen the life of Surrey and the Diocese of Guildford. **Success looks like:** the Cathedral becoming a trusted, welcoming centre where diverse communities feel connected and represented.
 - e. **Sustainability.** Sustainability means ensuring the Cathedral’s people, finances, and operations are healthy, resilient, and able to support long-term growth. It requires well-supported staff, empowered volunteers, responsible budgeting, and strong governance. **Success looks like:** a Cathedral that is financially stable, environmentally responsible, and equipped with the people and systems needed to thrive.
 - f. **Growing Younger.** Growing Younger means creating a place where children, teenagers, students, and young adults feel genuinely welcomed, understood, and able to flourish. It requires consistent programmes, skilled leaders, and strong links with schools, universities, and youth organisations. **Success looks like:** younger generations choosing to be part of Cathedral life because they feel valued, included, and able to grow.
7. **A Two-Phased Approach to 2032.** Feedback received and the Chapter’s³ SWOT analysis (see details at **Appendix 4**) highlights the need for a two-phase approach to our journey to 2032 (and beyond) because:
- a. **We must Adjust, Recruit, Train and Empower a Refreshed Staff Team, Focused on Delivery under our new Chief Operating Officer (COO⁴), within a Refreshed Governance Structure and Policy Framework:**
 - (1) Chapter – strategic governance and leadership.
 - (2) Senior Management Group⁵ (SMG) – operational delivery.
 - (3) Staff team – appropriately organised and equipped to deliver operational tasks.

³ A Cathedral Chapter is the small group of Cathedral clergy and lay people, chaired by the Dean, who take shared responsibility as trustees, for leading the Cathedral, making sure its worship, people, buildings, and finances are well cared for. They work together to keep the Cathedral faithful to its spiritual and charitable purpose and to ensure it serves its town, Diocese and community wisely and well.

⁴ The Cathedral COO is the senior lay leader who ensures that the Cathedral runs well on a daily basis, overseeing its staff, finances, buildings, and operations.

⁵ The Cathedral’s Senior Management Group is the team of clergy and lay staff who meet with the Dean to oversee the day to day running of the Cathedral and to make sure its plans are carried out. They turn the Chapter’s decisions into practical action, coordinating people, resources, and operations so that the Cathedral functions smoothly.

- b. **We Must Urgently Stabilise our Finances to Survive.** The Cathedral becomes insolvent if we cannot achieve this by the start of Financial Year (FY) 2028.
- c. **We must Thoroughly Analyse our Strategic Themes to Ensure Long Term Coherence and Assure Delivery.**

We prepare the ground thoroughly in Phase 1 (2026-2028) and we develop and build in Phase 2 (2029-2032).

- 8. **Alignment and Underpinning.** As our purpose makes clear, the Cathedral will align closely with the Diocese, ensuring coherence and a collaborative approach to mission and learning. As the Mother Church of the Diocese, we wish to support all parishes in their missional flourishing. Underpinning all our work is a promise that, as God's people, we view enlightened safeguarding and wise stewardship of what God has given us as being of the utmost importance.

Phase 1: 2026 to End 2028

Building Coherence, Stability and Strategic Readiness

- 9. **Phase 1 Overview and Intended End State.**
 - a. **Phase 1 will Establish an Effective, Well-Recruited and Trained Clergy and Lay Staff Team, focused on Delivering across our Strategic Themes.** It will also achieve a balanced and sustainable financial position, establish an action plan for the upkeep of our buildings and the care and enhancement of our environment.
 - b. **Phase 1 is not Solely Inward-Looking.** Even as we stabilise, we commit to several outward-facing actions, for example: establishing the Cathedral Forum (as required by the Cathedrals Measure 2021), building at least one formal and documented engagement with the Diocese during 2026, and launching a renewed Cathedral website by end of 2026. These signal to the wider community that the Cathedral is already turning outward as it rebuilds.
 - c. **Our Clergy and Lay Staff Teams will be well Recruited and Organised to Deliver Success across our Strategic Themes.** An optimised staff team must be sustainable financially.
 - d. **Guildford Cathedral will return to Budgets offering a Surplus of Income Over Expenditure by FY 2028.** This will require eradicating our structural deficit of around £400K during 2027 and by 2028 through a blend of efficiencies, increased income and successful fundraising.
- 10. **Organisational Coherence and Staff Culture.**
 - a. **Leadership Alignment.**
 - (1) We will refresh our governance structure and establish a clear policy framework that harmonises the strategic leadership of the Chapter with the operational control of the SMG.
 - (2) They will be supported by the Finance Audit and Risk Committee (FARC), Enterprise Board, and Fabric Advisory Committee (FAC), advised by the Advisory Board, Cathedral Forum and College of Canons (see **Appendix 6** for more detail).
 - b. **Role Clarity and Team Structure.**
 - (1) Review all job descriptions and reporting lines to ensure every role is clearly defined,

appropriately scoped, and aligned with strategic delivery priorities across the six themes.

- (2) Map the staffing structure against the six strategic themes and identify any gaps, overlaps, or posts that require reconfiguration or new recruitment during Phase 1.

c. **Professional Development and Morale.**

- (1) Embed a programme of regular one-to-ones, annual appraisals, and team away-days to support staff wellbeing, professional growth, and a shared sense of common purpose.
- (2) Identify training needs across the team and invest in continuing professional development, with priority given to safeguarding, financial management, and digital communication.

d. **Internal Communications and Decision Pathways.**

- (1) Establish clear and documented protocols for how decisions are made, communicated, and recorded across Chapter, SMG, and the wider staff team, reducing ambiguity and avoiding duplication.
- (2) Introduce regular all-staff briefings and a consistent internal communications rhythm to break down departmental silos and ensure everyone understands the Cathedral's direction and their contribution to it.

11. **Financial Stability and Stewardship.**

a. **Income Strategy.**

- (1) Review all existing income streams, including donations, grants and legacies, Seasons Café, the shop, and events, and set realistic growth targets for each within the Phase 1 period.
- (2) Develop a diversified income plan that reduces over-reliance on any single revenue source, with particular focus on growing regular congregational giving, venue hire, and event income.

b. **Expenditure Control and Prioritisation.**

- (1) Conclude the work of the Budget Deficit Reduction Team to identify options for deficit reduction in 2026 and 2027.
- (2) Determine the extent to which the Music Review will, through its independent Chair and the agreed Terms of Reference, inform expenditure control. Findings and recommendations must be presented to Chapter by Autumn 2026 to inform the 2027 budget and staffing decisions.
- (3) Conduct a line-by-line review of the Cathedral's cost base to identify efficiency savings that can be achieved without compromising the quality of core liturgical or missional activity.
- (4) Implement clear financial authorisation protocols and ensure all discretionary spending is explicitly aligned with strategic priorities approved by Chapter.

c. **Fundraising and Philanthropy Foundations.**

- (1) Map existing donor relationships and identify prospects for major gifts, legacy pledges, and grant applications to statutory and charitable funders whose priorities align with the Cathedral's mission.

- (2) Commission a fundraising strategy with clear targets, a compelling case for support, and a structured stewardship programme for significant existing and prospective donors.
- d. 2028 balanced budget pathway. Model at least two scenarios for reaching a balanced budget by FY 2028 (a base case and a risk-adjusted case) and present an agreed plan to Chapter before the end of 2026.

12. Foundations for the Six Strategic Themes.

- a. **Worship:** strengthening and developing core liturgical life.
 - (1) Audit and strengthen the pattern of worship.
 - (a) Review the weekly and seasonal pattern of services to ensure consistency, accessibility, and pastoral reach, with clear ownership assigned for each service type.
 - (b) Establish a liturgical planning cycle that allows adequate preparation time, involves all relevant staff and volunteers, and creates space for quality reflection after services.
 - (2) Invest in musical and liturgical formation.
 - (a) Ensure the choral programme is properly resourced and sustainably led, with succession pathways established for key musical roles. The Music Review is one of the key elements of this work in Phase 1; its recommendations will shape both the financial and the liturgical direction of the choral programme.
 - (b) Introduce a liturgical formation offer for those who lead and assist at worship, deepening both their theological understanding and practical skill.
 - (3) Begin scoping acoustic and accessibility improvements as a Phase 1 deliverable.
 - (a) Commission specialist acoustic and accessibility advice during 2026 and present a costed scoping report to Chapter, with a recommended pathway for delivering improvements within the balanced budget timeline. Poor acoustics is the single most cited barrier to worship in the consultation findings and must be treated as a Phase 1 deliverable, not merely a risk to be monitored.
- b. **Learning:** establishing frameworks for formation and education.
 - (1) Map current learning provision and identify gaps.
 - (2) Review all existing formation and education activities—from sermon series and study groups to school visits and public lectures—assessing reach, quality, and gaps in provision.
 - (3) Develop a coherent Phase 1 learning offer that is realistic, properly resourced, and matched to the discipleship needs of the congregation and diocese.
 - (4) Establish foundational discipleship pathways.
 - (a) Launch at least two structured discipleship courses annually (e.g. Alpha, Pilgrim, or a home-grown equivalent) with clear follow-up and integration into the life of the Cathedral community.
 - (b) Develop relationships with local schools and the University of Surrey that provide structured theological engagement for young people.
 - (c) Deliver at least one public theology event annually during Phase 1, whether a lecture series, civic debate, or open forum, that engages the wider community with

questions of faith, ethics, and public life. This signals the Cathedral's intellectual seriousness and outward-facing ambition even during the stabilisation phase.

c. **Mission:** clarifying missional identity and partnerships.

(1) Articulate a clear and widely owned missional identity

- (a) Develop a short, accessible statement of the Cathedral's missional calling that can be understood and actively owned by staff, volunteers, the congregation, and external partners.
- (b) Review existing and potential outreach activity to identify which initiatives have the greatest strategic impact and focus Phase 1 resources accordingly.

(2) Build key missional partnerships

- (a) Establish or deepen relationships with external partners whose work aligns closely with the Cathedral's missional priorities.
- (b) Deliver a renewed Cathedral website, live by end of 2026, and agree and implement a social media strategy by end of 2026. The current digital presence was cited consistently in the consultation as a barrier to mission.
- (c) Engage with at least one structured social action initiative during Phase 1, whether a partnership with a food bank, a warm spaces programme, a community fridge, or a similar project, that gives practical expression to the Cathedral's missional values and demonstrates visible service to the wider community. This need not be large but must be intentional, sustained, and identifiable as a Cathedral commitment.

d. **Community:** building consistent welcome and belonging.

(1) Strengthen civic and community relationships.

- (a) Map existing civic, voluntary sector, and community partnerships and set Phase 1 priorities, focusing on organisations whose work aligns most closely with the Cathedral's missional values.
- (b) Ensure the Cathedral is visibly and consistently present at key civic gatherings and that its contribution to the life of Surrey and the Diocese of Guildford is clearly and confidently articulated.
- (c) Establish the Cathedral Forum by end of 2026. As required by the Cathedrals Measure 2021, the Forum will serve as the voice of the wider Cathedral community and provide a structured channel for communication between Chapter and those it serves. This is both a governance obligation and a signal of the Cathedral's commitment to genuine openness.
- (d) The relationship with the Diocese is fundamental to the success of the strategy. Initiate a formal, documented engagement with the Diocese during 2026, including at least one structured conversation with the Diocese, to align Phase 1 priorities and signal the Cathedral's commitment to its Mother Church role.
- (e) Develop the Cathedral's culture of welcome.
 - i Review the physical welcome experience from the car park to Seasons and implement practical improvements that signal genuine openness and hospitality to every visitor.

- ii Train and equip a welcoming team with the skills, confidence, and pastoral sensitivity to ensure every person who enters the Cathedral feels noticed, valued, and invited to return.
- e. **Sustainability:** baseline audits and early actions.
- (1) Complete baseline audits across key areas.
 - (a) Commission audits of the Cathedral’s environmental impact, building condition, and operational efficiency, establishing benchmarks against which progress can be measured year on year.
 - (b) Present audit findings to Chapter with prioritised recommendations and a costed action plan for items requiring attention within the Phase 1 period.
 - (2) Take early action on identified priorities.
 - (a) Implement low-cost and no-cost environmental improvements identified by the audit, including waste reduction, energy monitoring, and more sustainable procurement practices.
 - (b) Ensure that health and safety, safeguarding, and data protection frameworks are fully compliant with current regulatory requirements and embedded as standard practice across all Cathedral activity.
- f. **Growing Younger:**
- (1) Strengthen and expand school engagement across the diocese
 - (a) Increase the number of schools visiting the Cathedral annually.
 - (b) Maintain relationships with schools already attending services and events.
 - (2) Promote Godly Play as a core diocesan resource for spiritual learning.
 - (a) Offer regular Godly Play sessions in Cathedral schools work.
 - (b) Encourage more schools to adopt Godly Play in their own settings.
 - (3) Create more opportunities for families and young people to experience the Cathedral.
 - (a) Provide free children’s resources and activities during Cathedral opening hours.
 - (b) Expand free activities during school holidays, ensuring all family members are welcome and engaged.
 - (4) Establish regular provision for children and families within the worshipping community.
 - (a) Develop and resource a consistent, weekly offer for children and families alongside regular Cathedral worship, ensuring that families who attend services find appropriate, engaging provision for children of all ages. Growing Younger requires an internal offer as well as an external schools-facing one; without this, the theme risks being entirely outward-facing while the Cathedral’s own worshipping community remains predominantly older.
 - (5) Begin foundational student and young adult outreach in Phase 1.
 - (a) Establish initial contact with the University of Surrey Chaplaincy and Christian Union (CU) during 2026, with the aim of agreeing at least one structured point of

collaboration, whether ethics or philosophy teaching, hosting of a student group, or inclusion on the CU church-search listing. Full student ministry is a Phase 2 priority, but a foundation must be laid in Phase 1.

13. **Governance, Accountability, and Reporting.**

a. **Chapter Oversight.**

- (1) Agree a governance calendar for Phase 1 that ensures Chapter exercises timely strategic oversight, with standing agenda items covering financial position, risk management, staff wellbeing, safeguarding, and progress against key milestones.
- (2) Define clearly which operational matters are delegated to the SMG and COO and establish the escalation pathways through which significant decisions or emerging risks are brought back to Chapter.

b. **Milestones and Checkpoints.**

- (1) Establish a Phase 1 milestone framework covering agreed targets for staffing, finance, and each of the six strategic themes, with realistic timelines and measurable outcomes aligned to the 2028 end state. Each milestone to have an owner personally responsible for delivery.
- (2) The SMG will bring a proposed Key Performance Indicator (KPI) framework, of no more than two or three measurable indicators per strategic theme, to Chapter for approval before the end of 2026. Indicative KPIs should include:
 - (a) Average Sunday attendance and a worshipper satisfaction measure (Worship).
 - (b) Discipleship course participant numbers (Learning).
 - (c) Website unique visitors and number of active community partnerships (Mission).
 - (d) Cathedral Forum established and civic events hosted (Community).
 - (e) Staff turnover rate and budget position against plan (Sustainability).
 - (f) School visits per year and under-18 participation in regular Cathedral life (Growing Younger).
- (3) Baseline figures must be established before the end of 2026 so that progress can be measured from a defined starting point.
- (4) Schedule formal checkpoint reviews at six-monthly intervals, with provision for an extraordinary review should significant risks or opportunities emerge between meetings.

c. **Annual Review Cycle.**

- (1) Institute a structured annual review of Phase 1 progress drawing on both quantitative data and broader stakeholder feedback, to be considered by Chapter before the close of each calendar year.
- (2) Use review findings to celebrate progress, adjust plans where needed, and update the risk register—ensuring the strategy remains a living document that responds to what is happening rather than what was assumed.

14. **Phase 1 Risks and Mitigations.**

a. **Staffing Risks.**

- (1) Risk: Key post-holders depart before successors are recruited or adequately

prepared, creating capability gaps and loss of institutional knowledge. Mitigation: Maintain up-to-date succession plans for critical roles; ensure notice periods and handover protocols are embedded in all contracts and HR policy.

- (2) Risk: Staff morale and wellbeing deteriorate under the combined pressures of organisational change and financial constraint, leading to underperformance or unwanted attrition. Mitigation: Invest in line management quality, pastoral support structures, and a staff wellbeing offer; monitor culture through regular surveys and one-to-ones.

b. **Financial Risks.**

- (1) Risk: Income targets are not achieved, or unforeseen expenditure arises, preventing the Cathedral from reaching a balanced budget by 2028 and prolonging financial fragility. Mitigation: Model multiple financial scenarios, build and maintain contingency reserves wherever possible, and hold quarterly budget reviews with clear escalation protocols for Chapter. Tough decisions on priorities and financial efficiencies may be required.
- (2) Risk: Over-reliance on a small number of significant donors creates vulnerability if major giving reduces or ceases without warning. Mitigation: Actively diversify the donor base and develop a legacy giving programme; monitor income concentration as part of regular financial reporting to Chapter.

c. **Operational Risks.**

- (1) Risk: The pace of organisational change exceeds the capacity of staff and volunteers to absorb and adapt, resulting in errors, resistance, or disruption to Cathedral services. Mitigation: Phase change initiatives carefully, communicate clearly throughout, and ensure adequate training and support is in place before new systems, structures, or processes go live.
- (2) Risk: Failure to address the Cathedral's acoustic and accessibility limitations undermines both the quality of worship and the Cathedral's wider reputational standing. Mitigation: Acoustic scoping has been moved to a named Phase 1 deliverable (see Worship section above); this is no longer only a risk to be mitigated but an action to be delivered. Commission specialist advice in 2026, present a costed report to Chapter, and integrate the fundraising requirement into the balanced budget pathway.

d. **Music Review Risks.**

- (1) Risk: The Music Review reaches conclusions that cannot be implemented without serious community, reputational, or financial consequences, including recommendations that prove contested or that create conflict within the Cathedral community or with key supporters. Mitigation: Ensure the Review's Terms of Reference are clear, its process is transparent and consultative, and that Chapter receives interim updates rather than only a final report. Agree in advance how contested recommendations will be handled and by whom.

e. **Diocesan Relationship Risks.**

- (1) Risk: A Phase 1 focus on internal stabilisation leads to the Cathedral's diocesan relationships being neglected or deprioritised, weakening its credibility as Mother Church at a period of transition within the Diocese. Mitigation: Embed at least one formal diocesan engagement action in Phase 1 (see Community section above); ensure the Dean maintains regular personal Diocesan contacts; and treat the

Cathedral's Mother Church role as an active commitment rather than a background aspiration during the stabilisation phase.

Phase 2: 2029 to 2032

Expanding Reach, Deepening Impact and Celebrating 70 Years

15. **Phase 2 Overview and Strategic Ambition.** Phase 2 builds on the stability achieved in Phase 1, embedding security for the future and enabling the work across the six Strategic Themes to flourish. Guildford Cathedral celebrates its 70th Anniversary in 2031 and this should be a fitting climax to Phase 2.
16. **Development of the Six Strategic Themes.**
 - a. **Worship:** Strengthening Excellence, Reach, and Diocesan Leadership.
 - (1) Strategic Intent. To position Guildford Cathedral as a centre of liturgical excellence, musical formation, and diocesan worship leadership, offering patterns of worship that deepen discipleship, broaden participation, and strengthen the Cathedral's role as the Mother Church of the Diocese.
 - (2) Diversified Worship Patterns. Develop a distinctive programme of worship that offers varied liturgical styles and accessible entry points throughout the week, enabling more people to encounter the Christian faith and strengthening the Cathedral's visibility as a place of prayer, reflection, and encounter.
 - (3) Youth and Schools Music Pathway. Establish a structured musical development pathway for children and young people to nurture talent, widen access, and support long term sustainability of choral excellence.
 - (4) Strategic Musical Partnerships. Engage in musical partnerships in the local area to widen participation and to develop excellence (e.g. Music Education Hubs).
 - (5) Integrated Schools Engagement. Align worship and music development with the Cathedral's Schools programme, creating structured opportunities for children and families to participate in worship, develop musical skills, and build longterm connection with the Cathedral community.
 - (6) Strategic Outcomes.
 - (a) A recognisable and distinctive worship offer that reflects the Cathedral's identity and strengthens its diocesan role.
 - (b) A sustainable pipeline of young musicians, supporting both excellence and inclusion.
 - (c) Stronger regional partnerships that enhance the Cathedral's cultural and educational impact.
 - (d) Deeper engagement with schools, contributing to the Growing Younger and Community strategic themes.
 - (e) Increased visibility, attendance, and participation across diverse groups, reinforcing the Cathedral's mission and public presence.

- b. **Learning:** Expanding programmes, partnership and public theology.
- (1) Discipleship. The Cathedral's Learning ministry moves from establishing frameworks to deepening a culture of formation that is visible, confident, and outward-facing. Phase 2 is a period where learning develops from a set of programmes to a coherent ecosystem that shapes worshippers, visitors, schools, and civic partners. Discipleship pathways begun in Phase 1 mature into a layered journey of formation, offering entry-level exploration, intermediate theological development, and advanced engagement for those discerning ministry, leadership, or deeper Christian understanding. Structured courses, mentoring, and small-group learning become part of the Cathedral's normal rhythm, supported by trained lay facilitators and clear routes into ministry, volunteering, and community life.
 - (2) Public Theology. Alongside this internal strengthening, the Cathedral can develop a recognised public learning presence within Surrey and the wider Diocese. Relationships with schools and the University of Surrey evolve into formalised partnerships, enabling co-designed learning experiences, research-informed theological engagement for young people, and regular Cathedral-based events that bring together students, academics, clergy, and civic leaders. Public theology becomes a signature of the Cathedral's contribution to the region. From lecture series to themed seasons and civic conversations, these events address faith, ethics, culture, and public life, signalling the Cathedral's intellectual seriousness and its commitment to shaping the moral and spiritual imagination of the wider community.
 - (3) Strategic Outcomes.
 - (a) Learning is characterised by reach, depth, and credibility.
 - (b) The Cathedral is known as a place where people of all ages can explore faith thoughtfully; where schools and universities find a trusted partner; and where the Diocese looks for resources, training, and theological leadership.
 - (c) Formation is embedded in the Cathedral's identity, supporting a flourishing worshipping community and strengthening its role as the Mother Church of the Diocese.
 - (d) The Cathedral's voice begins to shape the region's moral and theological imagination.
- c. **Mission:** Inward Renewal and Outward Reach – Community Service, Diocesan Collaboration, and Civic Presence.
- (1) Strategic Intent. To deepen Guildford Cathedral's life from within and extend its reach outward. Building on the foundations laid in Phase 1, Phase 2 holds together two essential movements: the continuing renewal of the Cathedral's own community, its worship, formation, pastoral care, and common life and a more confident, sustained presence in the world beyond its walls, serving the most vulnerable, strengthening the Diocese, and contributing to the public life of Surrey and the Diocese of Guildford.
 - (2) Deepening the Cathedral's Own Community Life. Invest in the spiritual depth, pastoral care, and relational quality of the Cathedral's own community, ensuring that those who worship here regularly are formed, supported, and sent out. A Cathedral that serves its own congregation well—through discipleship, pastoral attention, and a culture of genuine belonging, is the indispensable foundation of all credible outward mission. Phase 2 must not allow the energy of external engagement to come at the cost of the internal life from which it draws.

- (3) Engagement with Vulnerable Communities. Build structured, longterm partnerships with organisations supporting vulnerable populations—particularly through the NHS, local government, and the charitable sector—to ensure the Cathedral contributes meaningfully to social wellbeing and public service.
 - (4) Diocesan Collaboration and Shared Mission. Work closely with diocesan bodies to align mission priorities, share resources, and develop joint initiatives that strengthen ministry across the Diocese and reinforce the Cathedral’s role as the Mother Church.
 - (5) Inclusive Musical Outreach and Participation. Expand the Cathedral’s musical offer, building on the Worship theme, to widen access to musical education, performance, and participation, especially for children, young people, and underrepresented groups.
 - (6) Civic Presence and Public Leadership. Enhance the Cathedral’s role as a civic leader by contributing to public conversations, hosting significant civic events, and offering a trusted space for reflection, dialogue, and community response in times of need.
 - (7) Strategic Outcomes.
 - (a) A thriving, well-formed Cathedral community whose depth of discipleship, pastoral care, and common life visibly sustains and energises all outward-facing work.
 - (b) A credible and compassionate public presence serving the needs of vulnerable communities.
 - (c) Stronger diocesan relationships that support shared mission and ministry.
 - (d) A more inclusive musical and cultural offer that reaches new audiences.
 - (e) A Cathedral recognised as a trusted civic partner and a place of public value and engagement.
- d. **Community**: Widening Engagement, Hospitality, and Volunteer Ministry.
- (1) Strategic Intent. To strengthen Guildford Cathedral’s role as a trusted civic partner, a welcoming public space, and a centre of community participation by building purposeful relationships, improving accessibility, and expanding opportunities for volunteering and engagement.
 - (2) Deepened Civic and Community Partnerships. Consolidate and grow relationships with key civic, cultural, educational, and charitable organisations through structured engagement, including leadership participation in boards and advisory groups, to ensure the Cathedral contributes meaningfully to the wellbeing and cohesion of the region.
 - (3) Strategic Leadership Engagement. Establish a regular rhythm of senior-level engagement with partner organisations to align priorities, share insights, and coordinate initiatives that benefit the wider community.
 - (4) Improved Physical and Transport Accessibility. Work with local transport providers and civic authorities to enhance access to the Cathedral, ensuring it is easy to reach, well signposted, and integrated into local transport routes and visitor pathways. Create a clear, low-barrier first point of contact for visitors by improving information available online and in take-away materials.
 - (5) Enhanced Visibility in Guildford’s Cultural and Visitor Landscape. Secure the

Cathedral's place within Guildford's visitor, heritage, and cultural infrastructure by ensuring its inclusion in tourism materials, walking routes, and public storytelling about the town's history and identity.

- (6) Strengthened Volunteer Ministry. Develop a sustainable, well-supported volunteer framework that enables people of all ages and backgrounds to contribute to the Cathedral's welcome, events, education, and community programmes. Ensure children, families and carers experience a warm welcome that encourages participation through resources, activities and child-centred events.
- (7) Strategic Outcomes.
 - (a) A recognised civic presence with strong, mutually beneficial partnerships.
 - (b) A more accessible and connected site, increasing footfall and community use.
 - (c) Greater visibility in Guildford's cultural and visitor economy.
 - (d) A robust volunteer ministry that enhances hospitality, outreach, and operational capacity.
 - (e) A Cathedral that is embedded in the life of the town and region, not only as a place of worship but as a shared civic asset.

e. **Sustainability:** Financial, Operational, and Environmental Resilience.

- (1) Strategic Intent. To secure Guildford Cathedral's long-term stability by strengthening its financial base, building organisational capacity, and embedding responsible environmental practice across all aspects of its life and estate.
- (2) Long-Term Financial Security. We will work towards the long-term generation of sustainable income. We will develop a viable Estate Plan, drawing on lessons from the past, to deliver quality staff housing, and an enhanced precinct to enable us to divert funds to mission activity and essential Cathedral maintenance.
- (3) Strategic Funding for Heritage and Infrastructure. Pursue major external funding opportunities to support essential conservation, accessibility improvements, and long-term building resilience.
- (4) Operational Effectiveness and Future-Ready Systems. Build a more resilient organisational infrastructure by aligning staffing, processes, and systems with the Cathedral's long-term strategic direction, ensuring that operations can support growth and complexity.
- (5) Environmental Stewardship and Renewable Energy. Develop a long-term environmental strategy that explores renewable energy generation appropriate to the Cathedral's site, reducing carbon impact and contributing to financial sustainability.
- (6) Strategic Outcomes.
 - (a) A stable and diversified financial model that supports long-term mission.
 - (b) Secured investment for essential heritage and infrastructure needs.
 - (c) A stronger, more capable workforce with increased operational resilience.
 - (d) Future-ready systems and processes that support growth and complexity.
 - (e) A credible environmental pathway that reduces energy costs and strengthens ecological leadership.

- f. **Growing Younger:** Faith, Formation, and Engagement for Children, Families, Students, and Young Adults.
- (1) Strategic Intent. To make Guildford Cathedral a place where children, families, schools, students, and young adults may safely encounter Christian faith with depth, joy, and belonging—supported by high-quality learning, worship, pastoral care, and opportunities for participation that reflect the Cathedral’s role as the Mother Church of the Diocese.
 - (2) Strengthened Schools Engagement and Pathways. Create pathways that help young people engage with the Cathedral in ways that feel natural to them, enabling deeper involvement as their confidence and understanding grow. Ensure that young people have clear reasons to engage with and experience the Cathedral.
 - (3) Volunteer Ministry for Children and Schools. Grow the volunteer base by engaging those with relevant expertise. Develop a sustainable volunteer framework that supports workshops, Godly Play, resource libraries, and school visits.
 - (4) Strategic Outcomes.
 - (a) A coherent, high-quality pathway for children and young people from early years to university.
 - (b) A stronger volunteer base that increases capacity and sustainability.
 - (c) A visible diocesan leadership role in Christian education and formation.
 - (d) A broader and more diverse engagement with secondary schools, students, and interfaith partners.
 - (e) A Cathedral that is genuinely intergenerational, welcoming, and formative for younger generations.
17. **Major Projects & 70th Anniversary: Strategic Focus for Phase 2.**
- a. **The Cathedral’s 70th Anniversary in 2031 Provides a Unifying Horizon for Phase 2.** Our aim is to use this milestone to deepen community connection, honour the Cathedral’s heritage, strengthen long-term financial sustainability, and reinforce our role as a cultural, civic, and spiritual landmark for the region.
 - b. **Priorities:**
 - (1) Celebrating Heritage. Strengthen understanding of the Cathedral’s story and significance through renewed interpretation and public engagement.
 - (2) Building Community and Diocesan Relationships. Use the anniversary as a catalyst for bringing together local communities, schools, supporters, and the wider Diocese.
 - (3) Enhancing the Visitor and Worshipper Experience. Prioritise improvements to the precinct, welcome, and interpretation that express the Cathedral’s identity and purpose.
 - (4) Strengthening Long-Term Sustainability. Align anniversary activity with long-term fundraising, legacy development, and investment in the Cathedral’s future.
 - (5) Showcasing Culture, Music, and the Arts. Position the Cathedral as a regional centre for creativity, excellence, and shared celebration.

(6) Strategic Outcomes.

- (a) A clearer, stronger public identity for the Cathedral.
- (b) Deeper community, diocesan, and civic relationships.
- (c) Renewed understanding of the Cathedral's heritage and mission.
- (d) Sustainable momentum for fundraising and long-term investment.
- (e) Legacy projects that shape the Cathedral's next generation of life and ministry.

18. **Resourcing Phase 2.**

- a. **Staffing and Volunteer Capacity.** Volunteers will grow in number when they experience a Cathedral which has a clear and achievable purpose, and around which there is enthusiasm and energy.

19. **Communications and Public Engagement.**

- a. **Telling the Cathedral's Story.** We will communicate with clarity, warmth, and confidence who we are and what we are for, drawing on the breathtaking vision of our architect, Sir Edward Maufe, and the Cathedral's founding narrative as a people's Cathedral built through sacrifice and shared vision.
- b. **Diocesan, Civic, and Media Engagement.** Active, generous relationships with Surrey's civic institutions, the Diocese of Guildford, and local and national media will ensure the Cathedral's voice is heard and its partnership valued.
- c. **Anniversary Communications Strategy.** The 70th Anniversary of Consecration in 2031 will provide a significant and joyful platform to tell the Cathedral's story afresh to new and existing audiences.

20. **Monitoring, Evaluation, and Learning.**

- a. **Measures of Success for Each Theme.** Each strategic theme will be accompanied by clear, realistic indicators that allow us to assess progress honestly and celebrate what God is doing among us.
- b. **Annual Reporting.** Chapter will publish an annual account of progress against this strategy, offered transparently to staff, volunteers, the Advisory Board, and the wider community.
- c. **Adaptive Planning.** We hold our plans with open hands, committing to review and revise in response to what we learn, to changing circumstances, and to the movement of the Spirit.

21. **The Cathedral in 2032: Our Desired End State.**

- a. **By 2032 we Envisage a Cathedral that is Financially Resilient, Spiritually Vital, Deeply Rooted in its Community, and widely recognised as a Place of Beauty, Welcome, and Transformative Encounter with God.**
- b. **Legacy of the 70th Anniversary.** The Anniversary will have renewed pride in the Cathedral's identity and mission, deepened relationships across the diocese and county, and generated momentum that carries well beyond the celebration itself.

Appendices

1. The Cathedral of the Holy Spirit, A Short History.
2. Theological Foundation.
3. Guildford Cathedral's Values.
4. Situational Analysis – Summary of Stakeholder Feedback and SWOT Analysis.
5. Guildford Cathedral's Strategic Themes.
6. Guildford Cathedral Organisational Structure.

Appendix 1

The Cathedral 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 but World War 2 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 2/6 (two shillings and sixpence, worth today about £4.60) 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 Cathedrals Measure 2021 now governs all cathedrals. 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 comprises influential people from the local community and provides advice to Chapter on any subject asked of it. There will also be a 'Cathedral Forum' established under this Strategy initiative, which is to be the voice of the Cathedral community and will provide a vehicle for communication between Chapter and the people it serves.



Appendix 2

Theological Foundation

Introduction.

Guildford Cathedral, standing as a beacon on Stag Hill, symbolizes more than architectural grace; it is a spiritual home, a centre of diocesan life, and a gathering place for worship, mission, and community, dedicated to the guidance, power and influence of the Holy Spirit. In contemplating its vision and strategy for the coming years, we must root our plans in a theological framework that is Christ-centred, missionally focused, and authentically Anglican. Our Theological Foundation articulates how the Cathedral can be a house of prayer and mission, shaped by beautiful liturgy, diocesan responsibility, fiscal integrity, and a particular call to nurture congregational growth in spirituality and number, the faith of young people, and a culture of lifelong learning and discipleship.

Christ-Centred Vision: The Foundation of Our Identity.

At the heart of Guildford Cathedral's future must be a renewed commitment to Jesus Christ, one in which all at the Cathedral should participate, from the Chapter, through the staff and our volunteers. In Colossians 1:17-18, Paul writes, "He is before all things, and in him all things hold together... so that in everything he might have the supremacy." Vision and strategy are meaningless if they are not aligned with the living presence and Lordship of Christ. To be Christ-centred is to be shaped in our worship, our community life, and our strategic decisions by the pattern of Christ's love, sacrifice, and resurrection power. This includes a clear public commitment from Chapter to this foundational approach.

This centrality of Christ compels us to reflect His humility and truth in all aspects of Cathedral life. It challenges us to ensure that decision-making processes are bathed in prayer, Scripture, and spiritual discernment. Our vision must therefore be forged not in managerial pragmatism alone but in the crucible of Christian discipleship.

Missional Focus: The Church for Others.

Guildford Cathedral is not a monument but a mission. Echoing the Great Commission (Matthew 28:19), the Cathedral is called to be a sending and welcoming hub for Christian witness. This involves hospitality to visitors, clear proclamation of the gospel, and active engagement in social justice and local partnerships.

Mission must be contextual. For Guildford, this means serving a diocese that includes, for example, both affluence and deprivation, academic institutions, and commuter populations. As a central element to the strategy, the Cathedral's strategy must support parishes in evangelism and discipleship while also modelling incarnational mission through outreach to students, cultural events, and civic life.

A missional Cathedral must also embrace digital presence, recognising the need to reach the spiritually curious and unchurched online. The goal is not to grow the Cathedral for its own sake, but to embody Christ's expansive, compassionate love to those beyond its walls etc.

Beautiful Liturgy: Worship that Draws Heaven Close.

Anglican identity is rooted in its worship. The liturgy of Guildford Cathedral must be not only excellent but beautiful—both in form and in spirit. The Book of Common Prayer speaks of worship being done “reverently, humbly and devoutly.” Our liturgical life is a public witness to the beauty of holiness (Psalm 96:9).

Beauty in worship requires intentionality: music that lifts the soul, preaching that feeds the heart and mind, silence that honours God’s mystery, and sacraments that mediate grace. Beautiful liturgy is also inclusive, drawing all ages and backgrounds into the wonder of worship of all kinds, old and new.

Services should resonate with the local context, providing an opportunity for all to engage, while remaining rooted in the universal rhythms of the Church.

The Mother Church: Holding the Diocesan Family Together.

As the mother church of the Diocese of Guildford, the Cathedral has a vocation to serve and gather the diocesan family. This means hosting ordinations, confirmations, synods, and diocesan festivals with warmth and dignity. But it also involves being a place of refuge and reflection for clergy, lay ministers, and parishioners alike.

Theologically, this role is grounded in the Cathedral’s function as a symbol of unity (Ephesians 4:3-6). The Cathedral should serve not as an ivory tower but as a home for the Diocese—a place of listening, healing, and vision-casting. A strategic focus on diocesan partnerships can enhance training, mutual support, and a shared missional identity.

Moreover, the motherly dimension implies nurture. The Cathedral can pioneer diocesan initiatives in theology, arts, reconciliation, and vocations that enrich parish life across the Diocese.

Financial Integrity: Stewarding God’s Resources.

Vision must be undergirded by viable means. Scripture repeatedly reminds us that stewardship is a spiritual discipline (Luke 16:10-12). For Guildford Cathedral, financial stability is not an end but a means to sustainable mission.

Achieving a balanced budget requires clarity in cost management, imaginative fundraising, and diversified income streams. It also requires trust—inviting the congregation and supporters to share in the financial mission through regular giving, legacy donations, and volunteering.

Strategy should include exploring entrepreneurial uses of Cathedral assets that align with mission—such as concerts, exhibitions, or heritage tours. Every financial decision must reflect our commitment to Gospel values: transparency, justice, generosity, and accountability.

Congregational Growth: Building the Body of Christ.

Numbers alone do not define the Church’s health, but congregational vitality is a sign of spiritual fruit. Growth must be spiritual and numerical, rooted in deep community, prayer, and formation.

Guildford Cathedral has a unique opportunity to welcome the curious and the committed. Strategic planning should foster hospitality, welcome ministries, small groups, and courses for enquirers and new Christians. Attention must be paid to nurturing volunteers and enabling lay leadership.

Growth also means belonging. The Cathedral must foster a culture where people are known, loved, and empowered. Diversity must be embraced, not just welcomed. A growing congregation is one where Christ is alive in relationships and formation.

Encouraging Young People: Investing in the Future Church.

Jesus said, “Let the little children come to me... for the kingdom of heaven belongs to such as these” (Matthew 19:14). A Christ-centred Cathedral must take seriously the formation and flourishing of children and young people, particularly in partnership with the parishes and Diocese.

Strategy must include developing robust children’s and youth ministries, building links with schools and universities, and mentoring young leaders. Liturgy should be accessible and engaging for all generations.

Moreover, young people should not only be served but empowered. Their voices, creativity, and concerns should shape Cathedral life. Investment in choirs, student ministries, and intergenerational events creates a vibrant, future-facing community.

Deepening Discipleship: A Teaching and Learning Culture.

Discipleship lies at the heart of Christian life. Jesus’ final command to His followers was to “make disciples of all nations... teaching them to obey everything I have commanded you” (Matthew 28:19-20). A robust vision for Guildford Cathedral must therefore include the creation of a culture that prioritises learning, reflection, and spiritual maturity, demonstrating a love for others as a reflection of Christ’s love of us.

This means offering regular teaching opportunities—from sermon series to study groups, theological forums to retreat days. Partnerships with theological institutions can enrich the Cathedral’s educational mission, providing depth and rigour.

A learning culture values questions, nurtures spiritual curiosity, and forms believers who are confident in faith and articulate in mission. Discipleship at the Cathedral should be intergenerational, intercultural, and inspiring, enabling all who come to grow deeper in Christ.

Conclusion: Walking Together in Hope.

Guildford Cathedral’s future lies not in preservation but in faithful transformation. A theological vision rooted in Christ, expressed in beautiful worship, engaged mission, generous stewardship, inclusive growth, and transformative discipleship will reflect the Cathedral’s true vocation.

As we strategize for the coming five years, let us do so prayerfully and collaboratively, guided by the Holy Spirit and shaped by the cross and resurrection. May Guildford Cathedral continue to be a holy place of encounter, service, and hope, radiant with the light of Christ for the Diocese and beyond.

“Unless the Lord builds the house, those who build it labour in vain” (Psalm 127:1).

To God be the glory, now and always. Amen.

Appendix 3

Guildford Cathedral's Values

Christ-Centred Worship and Spiritual Depth.

"He is before all things, and in him all things hold together... so that in everything he might have the supremacy." — Colossians 1:17–18

Guildford Cathedral's identity is rooted in the living presence of Christ, shaping vision, strategy, worship, leadership, and community life. Liturgy must be reverent and beautiful, drawing all into the mystery and grace of God through Scripture, sacrament, music, and silence.

Prayerfulness is foundational—strategic decisions and pastoral care must be bathed in spiritual discernment and theological reflection, ensuring that Christ's humility and truth guide every aspect of Cathedral life.

Mission, Evangelism, and Public Witness.

"Go and make disciples of all nations..." — Matthew 28:19

The Cathedral is called to be a missional hub, proclaiming the gospel boldly and engaging with the spiritually curious both in person and online, inside and out with the Cathedral walls. Its presence in civic and cultural life should reflect Christ's compassion, justice, and hospitality.

As a visible Christian presence in Surrey and the Diocese of Guildford, the Cathedral should actively participate in civic ceremonies, cultural festivals, and public dialogue—offering theological insight, moral leadership, and hospitality to civic leaders, institutions, and the wider community.

Inclusivity, Community, and Diocesan Unity.

"Make every effort to keep the unity of the Spirit through the bond of peace..." — Ephesians 4:3–6

The Cathedral must be visibly open to all, modelling a culture of welcome, compassion, and belonging across generations and backgrounds. Inclusivity is not simply a value, but a theological imperative rooted in the love of Christ.

As the mother church, the Cathedral helps hold the diocesan family together—hosting ordinations, synods, confirmations, and festivals with warmth and dignity. It should also convene regional gatherings that foster collaboration between church, civic, and voluntary sectors across Surrey.

Stewardship, Integrity, and Strategic Sustainability.

"Whoever can be trusted with very little can also be trusted with much..." — Luke 16:10–12

Financial integrity is a spiritual discipline—every decision must reflect transparency, justice, and generosity. The Cathedral should explore entrepreneurial uses of its assets that align with mission, such as concerts, exhibitions, and heritage engagement.

Servant leadership and collaborative management, empowers volunteers and lay leaders, also embracing new horizons of innovation and digital visibility. Strategic partnerships with Surrey-based organisations can enhance sustainability and deepen local impact.

Discipleship, Learning, and Spiritual Growth.

“Make disciples of all nations... teaching them to obey everything I have commanded you.”
— Matthew 28:19–20

Discipleship lies at the heart of the Cathedral’s vocation, imbuing believers who follow Christ with passion, conviction, and love. Spiritual maturity should be nurtured through prayer, study, and active engagement in the faith as a way of life.

The Cathedral should foster a culture of theological exploration and lifelong learning, offering sermon series, study groups, retreats, and forums that invite curiosity and deepen understanding. Public theology events and civic lectures can bridge faith and society, engaging Guildford and Surrey residents in meaningful dialogue.

Partnerships with theological institutions and creative programming can enrich this mission, equipping people to articulate their faith and live it out with confidence and compassion. Spiritual growth must be intergenerational and inclusive, encouraging questions, dialogue, and formation across diverse backgrounds and stages of life.

Youth, Families, and Future Generations.

“Let the little children come to me... for the kingdom of heaven belongs to such as these.”
— Matthew 19:14

Investing in children, students, and young leaders is essential for a vibrant, future-facing church. Ministry must be accessible, engaging, and empowering, shaped by the voices and creativity of young people.

The Cathedral should continue to build strong links with schools, choirs, and universities, offering intergenerational worship and mentoring that nurtures spiritual growth. Collaborations with Surrey’s educational and youth networks can amplify outreach and foster long-term engagement.

Appendix 4

Situational Analysis — Summary of Stakeholder Feedback

In consultation with our external stakeholders (individuals and organisations neighbouring or associated with the Cathedral) it became clear that Guildford Cathedral is widely valued—both externally and internally—for its spiritual depth, choral excellence, architectural beauty, and role as the Mother Church of the Diocese. Stakeholders consistently describe it as a place of prayer, stillness, and high-quality worship, with music as its most distinctive asset. The building itself is seen as iconic and spiritually resonant, offering a powerful sense of sacred space. These strengths form a strong foundation for future mission and growth.

At the same time, both groups identify significant barriers. The most urgent practical issue is poor acoustics and audibility, which undermines worship and accessibility. More broadly, the Cathedral is perceived as physically and emotionally distant from Guildford, with weak community engagement, limited visibility, and inconsistent welcome. Internally, concerns include fragmented communication, limited provision for children and young people, and a lack of worship diversity. Financial fragility and organisational culture also affect confidence and momentum.

Stakeholders express a clear desire for the Cathedral to become more outward-facing, inclusive, and connected. Priorities include strengthening relationships with the town, university, hospital, and parishes; rebuilding family and youth ministry; improving digital communication; and offering a wider range of worship while maintaining excellence. There is strong appetite for clearer evangelistic purpose, deeper discipleship pathways, and a more consistent culture of hospitality.

Looking ahead, the Cathedral is seen as having significant potential: to be a centre of worship and formation, a hub for community engagement and social action, a leader within the Diocese, and a creative cultural venue that attracts new audiences.

Realising this vision will require strategic investment in infrastructure, governance, and communication, alongside a renewed commitment to welcome, partnership, and spiritual clarity.

External Stakeholders	Internal Stakeholders
<p>Core Identity (How the Cathedral is Seen Today)</p> <p>A. Deep Strengths Spiritual Beacon & Sacred Space Widely recognised as a place of prayer, stillness, and spiritual encounter. Strong identity as the Mother Church of the Diocese.</p> <p>Architectural & Symbolic Presence Iconic landmark visible across Guildford; interior admired for light, space, and beauty.</p> <p>Choral & Liturgical Excellence Music is the Cathedral’s most distinctive and cherished asset. High-quality worship, ordinations, civic services, and major liturgical events.</p> <p>Civic & Cultural Role Hosts graduations, concerts, exhibitions, remembrance events, and civic gatherings.</p> <p>B. Core Challenges Physical & Emotional Remoteness Perceived as distant, hard to reach, and disconnected from town and parishes.</p> <p>Ambiguity of Purpose Some struggle to articulate what the Cathedral is for beyond ceremonies.</p> <p>Perceived Aloofness A minority view the Cathedral as elitist, cold, or out of touch.</p> <p>Underused Potential Many believe the Cathedral could do far more for Guildford, the Diocese, and the unchurched.</p>	<p>Core Identity (How the Cathedral Community Experiences Itself)</p> <p>Internal stakeholders describe the Cathedral as:</p> <p>A place of deep worship, rooted in traditional liturgy, Eucharistic life, and the church calendar.</p> <p>A musical centre of excellence, where choral worship shapes spiritual experience and forms children.</p> <p>A spiritual home, offering stillness, beauty, and a sense of God’s presence through architecture and atmosphere.</p> <p>A community of faith, though with uneven experiences of belonging.</p> <p>A Mother Church, symbolically central to the Diocese, though not always relationally connected.</p> <p>This identity is strong but not universally felt. Some experience profound belonging; others feel peripheral or unseen.</p>

<p>What People Most Value (Strengths to Build On)</p>	<p>What People Most Value (Strengths to Build On)</p>
<p>A. Worship & Music Choral tradition, organ, evensong, and special services.</p> <p>Reverent, beautiful liturgy and preaching.</p> <p>Spiritual depth and contemplative atmosphere.</p> <p>B. Welcome & Hospitality Warm staff, Seasons Café, improved visitor experience.</p> <p>Growing sense of openness and inclusion.</p> <p>C. Diocesan & Civic Role A central gathering place for clergy, schools, civic leaders, and the wider community.</p> <p>D. Creative & Cultural Programming Light shows, art installations, flower festivals, and innovative events attract new audiences.</p>	<p>A. Worship, Liturgy, and Sacrament Most meaningful aspect of Cathedral life.</p> <p>Reverent, beautiful, spiritually nourishing.</p> <p>Seasonal liturgy (Triduum, Palm Sunday) especially valued.</p> <p>B. Music and Choirs The Cathedral’s most consistently praised strength.</p> <p>Described as world-class, transformative, spiritually uplifting.</p> <p>Chorister programme seen as life-changing for children.</p> <p>C. Architecture, Space, and Atmosphere Sacred space is the primary way many experience God.</p> <p>Light, silence, scale, and simplicity foster prayer and awe.</p> <p>D. Community, Fellowship, and Welcome Coffee gatherings, friendships, and staff warmth matter deeply.</p> <p>Volunteers feel valued and spiritually fulfilled.</p> <p>E. Preaching and Teaching When rooted in scripture and theological depth, preaching is highly appreciated.</p> <p>Theology Hub and varied voices enrich spiritual life.</p> <p>F. Flexibility and Potential The building’s versatility and symbolic presence offer significant missional opportunity.</p>

Key Weaknesses (Barriers to Mission & Growth)	Core Weaknesses (Barriers to Health and Growth)
<p>A. Acoustics & Audibility The single most frequently cited practical problem.</p> <p>Poor sound, echo, lack of screens, and difficulty hearing speech.</p> <p>B. Disconnection from Town & Community Weak local presence in Guildford and nearby communities.</p> <p>Limited engagement with university, hospital, and deprived areas.</p> <p>C. Organisational Culture & Leadership Concerns about vision, communication, morale, and financial fragility.</p> <p>D. Narrow Worship/Theological Range Over-reliance on traditional forms; limited contemporary or intergenerational worship.</p> <p>E. Facilities & Site Limitations Underused chapels, lack of breakout spaces, tired exterior, poor signage, inadequate toilets.</p> <p>F. Digital Weaknesses Outdated website, weak online presence, limited livestreaming and social media impact.</p>	<p>A. Community Engagement & Visibility Weak connection with Guildford town, university, hospital, and parishes.</p> <p>Limited outreach to families, youth, and newcomers.</p> <p>Many locals unaware of Cathedral life.</p> <p>B. Welcome & Hospitality Experiences vary widely.</p> <p>Some feel ignored, anonymous, or emotionally distant from the community.</p> <p>Inconsistent pastoral follow-up.</p> <p>C. Worship Style & Liturgical Diversity Strong but polarised views.</p> <p>Some find worship too formal or inaccessible; others feel modern elements dilute tradition.</p> <p>Lack of variety limits engagement across generations.</p> <p>D. Communication & Internal Coordination Website and digital presence are weak.</p> <p>Internal communication is inconsistent; departments feel siloed.</p> <p>Volunteers lack clear channels for involvement.</p> <p>E. Children, Youth & Discipleship Major gap in provision for under-40s.</p> <p>Sparse Sunday School, youth work, student outreach, and discipleship pathways.</p> <p>F. Leadership, Strategy & Governance Past leadership perceived as unclear or unresponsive.</p> <p>Need for stronger strategic planning, transparency, and collaboration.</p> <p>Financial fragility undermines confidence.</p> <p>G. Facilities, Accessibility & Infrastructure Poor acoustics, tired facilities, limited parking, and difficult access.</p> <p>Site feels underdeveloped and not visitor-friendly.</p>

Priority Areas for Development (What Stakeholders Want Most)	Priority Areas for Development (What Internal Stakeholders Want Most)
<p>Top Priorities Fix Acoustics & Sound System Foundational to worship, accessibility, and credibility.</p> <p>Strengthen Community Engagement & Visibility Partnerships, outreach, presence in town, and diocesan relationships.</p> <p>Inclusivity & Family Engagement Children’s ministry, neurodiverse support, intergenerational worship.</p> <p>Spiritual Depth & Evangelistic Clarity Clear proclamation of the gospel, prayer, discipleship pathways.</p> <p>Secondary Priorities Financial sustainability and governance.</p> <p>Digital communication and media strategy.</p> <p>Broader worship styles while maintaining excellence.</p> <p>Site development and improved visitor experience.</p>	<p>Top Priorities Community Engagement & Outreach Build strong relationships with town, university, hospital, parishes, and civic groups. Increase visibility and create accessible entry points for newcomers.</p> <p>Children, Youth & Families Rebuild family ministry, youth groups, and student engagement. Offer intergenerational worship and discipleship.</p> <p>Worship Diversity & Accessibility Maintain excellence while offering varied styles and clearer liturgical structure. Restore some traditional forms (e.g., BCP) and introduce new formats.</p> <p>Financial Sustainability Transparent fundraising, strategic development, and long-term planning.</p> <p>Supporting Priorities Improved communication and digital presence.</p> <p>Stronger internal culture, collaboration, and governance.</p> <p>Spiritual formation (Bible study, small groups, public theology).</p> <p>Upgraded facilities and visitor experience.</p>

<p>Future Purpose & Opportunities (What the Cathedral Should Become)</p> <p>A. Core Purposes for the 21st Century A centre of worship and spiritual encounter Daily prayer, beautiful liturgy, choral excellence.</p> <p>A beacon of mission and evangelism Clear Christian witness, student engagement, seeker pathways.</p> <p>A hub of community engagement and hospitality Open, welcoming, socially active, integrated with Guildford.</p> <p>A leader for the Diocese Convening, training, supporting parishes, fostering unity.</p> <p>A centre for education and formation Bible teaching, theological learning, youth formation.</p> <p>B. Key Opportunities for Growth Creative cultural events that attract the unchurched.</p> <p>Social action initiatives (warm spaces, food support, community fridge).</p> <p>Youth and schools engagement through music, visits, and formation.</p> <p>Partnerships with university, hospital, charities, civic groups.</p> <p>Digital outreach (livestreaming, YouTube, storytelling).</p> <p>Environmental leadership using land and visibility for creation care.</p> <p>Improved site experience (signage, transport, toilets, café, paths).</p> <p>C. Guiding Values for the Future Christ-centred faithfulness</p> <p>Inclusivity and welcome</p> <p>Community service and compassion</p> <p>Spiritual depth and contemplation</p> <p>Integrity, humility, and excellence</p> <p>Tradition held in creative tension with innovation</p> <p>Stewardship and sustainability</p> <p>Formation of children, youth, and adults</p>	<p>Vision for a Vibrant, Christ-Centred Cathedral (Five-Year Aspirations)</p> <p>Internal stakeholders imagine a Cathedral that is:</p> <p>A. Diverse, Intergenerational, and Growing A community reflecting the Diocese and wider society.</p> <p>Children, students, families, and older adults worshipping together.</p> <p>B. Worshipping with Depth and Variety Choral excellence retained and celebrated.</p> <p>New worship expressions introduced thoughtfully.</p> <p>Services accessible, participatory, and spiritually rich.</p> <p>C. Mission-Shaped and Outward-Facing Known and loved by Guildford and Surrey.</p> <p>A hub for social action, hospitality, and civic partnership.</p> <p>A place where the Gospel is lived and proclaimed.</p> <p>D. A Centre for Formation and Learning Small groups, retreats, public theology, and discipleship pathways.</p> <p>A training centre for clergy and lay ministry.</p> <p>E. Financially Sustainable and Strategically Confident Free from crisis-driven decision-making.</p> <p>Supported by clear vision and responsible stewardship.</p> <p>F. Warm, Welcoming, and Pastoral A place where everyone feels seen, valued, and spiritually nourished.</p> <p>A culture of joyful, Christ-like hospitality.</p> <p>G. Creatively Alive Throughout the Week Music, art, exhibitions, prayer, learning, and community activity.</p> <p>A place of pilgrimage, curiosity, and transformation.</p>
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SWOT analysis.

Strengths

Musical and Liturgical Excellence/Leadership
 Spiritual Identity and Architectural Presence
 Welcoming, Talented Staff and Volunteers
 Hospitality Improvements Civic and Diocesan Role
 Outreach, Educational and Consultation Initiatives

Weaknesses

Acoustics and Audibility
 Physical Disconnection/Limited Community Integration
 Organisational Culture
 Underutilised Space
 Poor Digital Presence
 Patchy Spiritual Formation and Discipleship
 Inconsistent Welcome and Visibility
 Underdeveloped Youth and Family Ministry Financial Fragility and Operational Gaps

Opportunities

Appetite for Strategic Outreach and Partnerships
 Diocesan Leadership
 Expanded Spiritual and Theological Programming Youth, Children (Schools), and Family Engagement Digital Renewal, Communication, Evangelism
 Creative Use of Space and Programming Volunteer and Lay Leadership Environmental Stewardship

Threats

Declining Engagement and ageing Congregation
 Cultural Polarisation
 Financial Instability
 Competition and Fragmentation
 Staff Burnout and Volunteer Attrition Competition from Local Churches
 Perceived Irrelevance
 Cultural and Institutional Distrust of CofE

The SWOT analysis paints a picture of a Cathedral with remarkable gifts and equally significant challenges. Guildford Cathedral is consistently recognised for its musical and liturgical excellence, which remains one of its most distinctive strengths. The building itself—its architecture, light, and sense of sacred space—creates a powerful spiritual presence that shapes how people experience worship and encounter the divine. Staff and volunteers are widely appreciated for their warmth, talent, and commitment, and the Cathedral’s civic and diocesan role gives it a visibility and purpose that parish churches do not enjoy. There is also a growing culture of consultation and listening, which has strengthened trust and opened the door to more collaborative planning.

Set against these strengths are weaknesses that recur across internal and external perspectives. The Cathedral’s physical remoteness and emotional distance from the wider community create a sense of disconnection that limits engagement. Acoustics and functional constraints undermine both worship and events, while organisational culture issues—ranging from unclear identity to perceptions of elitism—make it harder to present a coherent and welcoming face. Space within the building is underused, and the lack of a strong youth, children, and families ministry leaves a significant missional gap. Digital communication is weak, reducing visibility and limiting the Cathedral’s ability to reach people beyond its walls. Financial fragility and operational gaps add further pressure, making it difficult to invest in the very areas that need development.

Despite these challenges, the opportunities available to the Cathedral are substantial. There is clear appetite for deeper community engagement, stronger partnerships, and a more outward-facing mission. The Cathedral is well placed to expand its spiritual and theological programming, offering formation and learning that draw on its liturgical strengths. Schools outreach, family engagement, and intergenerational ministry present major openings for growth. Digital renewal—improving communication, storytelling, and online worship—could transform visibility and relevance. The building’s scale and beauty lend themselves to creative programming, from cultural events to new forms of worship. There is also untapped potential in volunteer leadership and environmental stewardship, both of which could strengthen the Cathedral’s public witness.

The threats, however, are real and pressing. Declining engagement and an ageing congregation mirror national trends, while financial instability continues to cast a long shadow. Competition from other churches and cultural venues fragments attention, and wider cultural polarisation contributes to a sense of institutional distrust toward the Church of England. Staff burnout and volunteer fatigue pose risks to sustainability, especially in a context where resources are already stretched.

These themes point to several strategic implications for Chapter. The Cathedral must:

- Address its physical and emotional remoteness by improving accessibility and strengthening its relational presence in the community.
- Articulate more clearly and confidently its spiritual identity—rooted in worship, music, and sacred space.
- Activate underused areas of the building for mission, community engagement, and income generation.
- Re-interpret the grandeur and modernity of the architecture in ways that deepen theological understanding and cultural relevance, particularly for audiences that have little or no understanding of the Christian faith.
- Extend consistently hospitality, inclusion, and welcome, supported by work to inculcate and develop a healthier organisational culture.
- Develop practical solutions to the acoustic and functional limitations to improve usability.
- Leverage music as a bridge to the wider community.
- Clarify the Cathedral’s public narrative (our story) to counter perceptions of ambiguity or elitism.

The SWOT analysis reveals a Cathedral with extraordinary potential that can be unlocked through clearer identity, stronger connection, more intentional use of space, and a renewed commitment to mission and communication. With strategic focus and sustained leadership from Chapter, Guildford Cathedral can move from a place of fragility and fragmentation to one of confidence, relevance, and flourishing.

Appendix 5

Guildford Cathedral's Strategic Themes

WORSHIP, LEARNING, COMMUNITY, SUSTAINABILITY,
MISSION and GROWING YOUNGER

Worship.

Worship begins with welcome. God welcomes us into His presence, and, at the Cathedral, our welcome invites all people to come in just as they are. It both holds the door open and steps out beyond it to reach others in the highways and byways of our community to befriend, encourage and represent Jesus. Welcome shows that the Cathedral does not belong to us, but to Jesus, and we are his hands and voices reaching out in a message of love to all without any exception or qualification. Welcome is attentive, steadfast, courageous, patient, inclusive, ready to share in joys and sorrows. Welcome is about making ourselves available to others and allowing them to feel affirmed and to be open with us. Welcome is helping all feel that they belong, with warmth and with joy. Welcome invites all our visitors to be here as pilgrims, whatever their start point on the journey of faith. Welcome says, "we knew you were coming, and we want you here."

Worship at Guildford Cathedral is shaped by a desire to offer the Church's liturgy with depth, beauty, and integrity, creating a rhythm of prayer that sustains both the Cathedral community and the wider diocese. At its heart is a commitment to the daily offering of orthodox Christian worship: the Eucharist, the Offices, prayer on request, and the great seasonal liturgies of Advent, Christmas, Lent, Easter, and the feast days that mark the life of the Church. This regular pattern provides a spiritual anchor for all who come seeking God, whether frequently or at significant moments in their lives.

Music remains central to the Cathedral's worshipping identity. The commitment to choral excellence underpins the quality of liturgy offered each day, enriching worship through the skill of choirs, organists, and musicians. Alongside this, the Cathedral seeks to extend its musical reach through concerts, recitals, and partnerships with schools and ensembles across the diocese and county, ensuring that music continues to be both a gift to the Church and a bridge to the wider community.

A further dimension of this theme is the Cathedral's commitment to inclusive worship. This means offering services that honour the richness of traditional Anglican liturgy while also creating space for families, neurodiverse individuals, students, and those drawn to contemplative or contemporary styles. It includes worship for civic and national occasions, as well as services shaped for universities, schools, and colleges, ensuring that the Cathedral remains a place where diverse communities can gather and feel at home.

Underlying all of this is a deep respect for the sacred space itself. The Cathedral's architecture, beauty, and atmosphere are integral to its worshipping life, and maintaining the reverence, accessibility, and welcome of the building and grounds is essential. Through these commitments, the Cathedral seeks to offer worship that is both rooted in tradition and open to the needs of today's world, drawing people into an encounter with God through prayer, music, and the holiness of place.

Learning.

Learning at Guildford Cathedral is envisioned as a lifelong, whole community journey in which people of every age and background are invited to grow in faith, deepen their understanding, and explore the richness of the Christian tradition. We aspire to provide clear discipleship pathways both for those who wish to deepen their walk with Jesus, and those who are new to the faith — Bible studies, sermon series, retreats, and small groups. These are designed to help individuals encounter Scripture, reflect on their spiritual lives, and develop resilient patterns of prayer and discipleship. Alongside this, the Cathedral seeks to play a confident role in public theology, offering lectures, civic debates, and forums that engage contemporary ethical, social, and cultural questions with intellectual seriousness, overlaid with Christian hope.

Learning is also strengthened through partnerships with universities, theological colleges, and schools, enabling the Cathedral to serve as a hub for theological reflection, academic collaboration, and educational outreach. At its heart, this theme embraces intergenerational formation, creating opportunities for children, young people, adults, and seniors to learn together, share wisdom, and discover faith in community. Through these strands, the Cathedral aims to nurture a culture of curiosity, depth, and spiritual growth that supports both the diocesan family and the wider public in seeking truth, meaning, and transformation.

Community.

Mother Church Role: We envisage fulfilling the Cathedral's pivotal role as the Mother Church of the diocese through initiatives and partnerships that gather, anchor, and express the shared life of the whole diocesan family. The Cathedral stands as the spiritual home where the diocese comes together for worship, celebration, lament, and renewal, offering a depth of liturgy, music, and prayer that helps shape the identity and mission of the wider Church. As the seat of the Bishop, the Cathedral embodies teaching, oversight, and unity, providing a focal point for diocesan mission and a space where clergy and laity alike are formed, commissioned, and encouraged. In this role, the Cathedral is a symbol and servant of the diocese's common life—holding open a place of welcome, reflection, and encounter for all who seek God, whether regularly or only at significant moments in their lives. In practical terms the Cathedral is a natural place to host ordinations, confirmations, synods, diocesan festivals. We desire to partner closely and prayerfully with the Church House family and, through their offices, with the Archdeacons, Deary Synods and parishes. This serene space also attracts those of no faith, compelled by the Cathedral's place in the cultural and historical story of our society, a story that the Cathedral must tell more widely and persuasively.

Sustainability.

Sustainability at Guildford Cathedral is understood not simply as a practical concern but as a foundational commitment that enables every aspect of the Cathedral's mission to flourish. At its core lies the wellbeing and capability of the people who serve the Cathedral. Staff endurance—ensuring that teams have the right skills, healthy workloads, mission-orientated job specifications and a supportive ethos—is essential for delivering the Cathedral's mission without burnout or attrition. Staff must move from being a reactive and task-driven organisation operating often in departmental silos to one that is proactive, focused on outcomes and collaborative. A significant cultural shift is required to achieve this.

Similarly, volunteers form a vital part of the Cathedral's life, and their empowerment through thoughtful recruitment, training, recognition, and succession planning ensures that this ministry remains vibrant and resilient.

No less vital is financial integrity, which is essential for safeguarding worship, ministry, and long-term viability. The Cathedral faces difficult and, in some ways, uncertain path toward achieving a balanced budget by FY 2028, requiring creativity, clarity and discipline to make the significant adjustments in the preceding years through a combination of savings and increased income. This is not merely an exercise in accounting: it is a moral and strategic responsibility that ensures the Cathedral lives within its means, protects its core liturgical life, and builds the trust of donors, partners, and the wider community. Only with this stable financial footing can the Cathedral responsibly explore new initiatives or expand its activities; without it, any growth would be precarious.

Finally, operational resilience underpins the whole system: clear governance - from the Dean and Chapter, down through the COO to the whole staff team and volunteers - collaborative leadership, and robust safeguarding practices create a stable and trustworthy environment in which mission and ministry can thrive. These strands weave a holistic vision of sustainability. Financial discipline, environmental stewardship, healthy staffing, empowered volunteers, and strong governance are not separate concerns but interdependent commitments. By attending to each with care and purpose, Guildford Cathedral strengthens its capacity to serve the diocese and wider community with confidence, credibility, and hope for the future.

Mission.

Mission at Guildford Cathedral is expressed through a commitment to sharing the gospel with clarity, confidence, and compassion, reaching people both within the Cathedral's walls and far beyond them. Evangelism and outreach form the heart of this theme: the Cathedral seeks to proclaim the Christian faith boldly through its preaching, teaching, and pastoral presence, while also embracing the opportunities of the digital age to extend its witness online. This includes livestreamed services, thoughtful social media engagement, podcasts, and accessible online resources that allow people to encounter the message of Christ wherever they are.

Alongside proclamation sits a deep commitment to community service. The Cathedral aims to be a place where the needs, hopes, and struggles of the wider community are taken seriously, hosting social action projects, exhibitions, and charitable partnerships that embody the gospel in practical ways. By opening its space to local organisations and working collaboratively with charities, the Cathedral becomes a visible sign of Christian service and solidarity. This outward-facing mission is strengthened further through close collaboration with diocesan staff at Church House and with local parishes, ensuring that the Cathedral's efforts complement, support, and amplify the wider mission of the diocese.

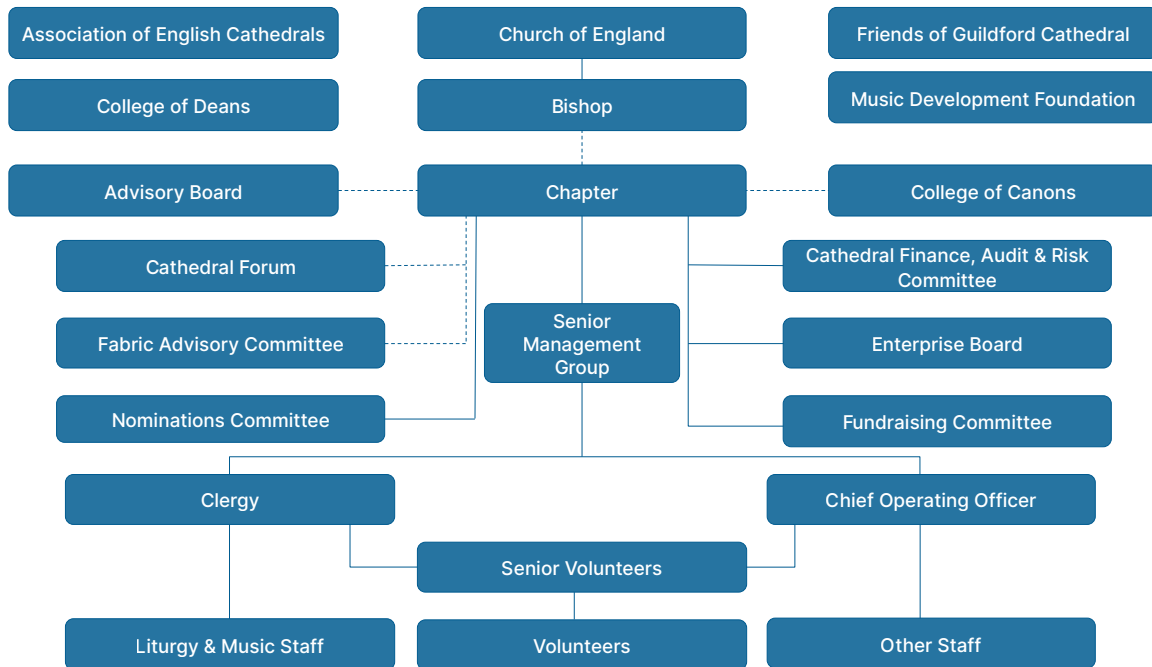
Digital presence weaves through all of this, enabling the Cathedral to connect with audiences who may never attend in person and to support those exploring faith at their own pace. Through creative and accessible online content, the Cathedral can nurture curiosity, offer pastoral support, and build relationships that complement its physical ministry. Together, these strands form a vision of mission that is outward-looking, hospitable, and rooted in the conviction that the Cathedral exists not for itself but for the flourishing of the diocese, the local community, and all who seek the hope of the gospel.

Growing Younger.

Growing Younger expresses the Cathedral's commitment to nurturing the faith, belonging, and flourishing of children, families, and young adults as a central part of its mission rather than a peripheral activity. This theme recognises that younger generations encounter the Church in diverse ways and need consistent, imaginative, and relational ministry that meets them where they are. To support this, the Cathedral seeks to invest in dedicated ministry staff who can provide continuity, expertise, and pastoral care, ensuring that programmes for children, youth, students, and young adults are not occasional or ad-hoc but form a dependable rhythm of Cathedral life. Growing Younger also involves creative engagement with the Diocesan Board of Education, schools, universities, building bridges with the institutions that shape young people's daily experience and offering a visible, compassionate Christian presence in those settings. Through these commitments, the Cathedral aims to become a place where younger generations feel welcomed, valued, and able to explore faith in ways that are authentic, joyful, and rooted in community.

Appendix 6

Guildford Cathedral Governance Structure



In addition to definitions already provided in the main strategy paper:

The **College of Canons** is the wider group of clergy and lay people who are formally attached to a Cathedral and help connect it to the life of the diocese. They support the Cathedral’s mission by offering wisdom, representing different parts of the diocese, and taking part in major services and civic occasions, strengthening the Cathedral’s role as the mother church of the region.

The **Fabric Advisory Committee** is the expert group that advises the Cathedral on the care, repair, and development of its building and grounds. It brings together specialists in areas like architecture, history, engineering, and conservation to ensure that any work on the Cathedral is safe, appropriate, and protects the building’s heritage while supporting its present-day needs.

The **Cathedral Nominations Committee** is the group responsible for overseeing the process of appointing new members of Chapter or other committees that advise or serve Chapter, under the Cathedrals Measure 2021. It ensures that appointments are made fairly, transparently, and in line with the Cathedral’s needs, bringing together representatives from the Cathedral, the diocese, and the wider Church to identify and recommend the right person for the role.

The **Cathedral Advisory Board** is the group that gives independent, expert advice to the Chapter on strategic matters such as finance, governance, risk, and longterm planning. Its role is to offer constructive challenge and professional insight so the Chapter can make wellinformed, responsible decisions for the Cathedral’s future. It is made up of representatives from across Surrey and the Diocese of Guildford.

The **Cathedral Forum** is the wider gathering of people connected to the Cathedral—staff, volunteers, worshippers, and others—who meet to hear about the Cathedral’s work and to offer feedback and ideas. It strengthens communication, transparency, and shared ownership by giving the wider Cathedral community a voice in its life and direction.

The Cathedral of the Holy Spirit



**GUILDFORD
CATHEDRAL**

For more information about this strategy, or to speak to someone about giving, volunteering, or becoming part of the Cathedral community, please contact the Cathedral Office.

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