



GUILDFORD
CATHEDRAL

CANON MISSIONER APPLICATION PACK

FEBRUARY 2026



CONTENTS

Page 3	Letter from The Dean
Page 4	The Cathedral Church of the Holy Spirit
Page 5	The Cathedral Today
Page 7	Congregation and Worship
Page 9	Strategic Development and Planning
Page 10	Key Staff at Guildford Cathedral and Organisation Chart
Page 11	The Diocese of Guildford
Page 14	Role Description and Person Specification



LETTER FROM THE DEAN



The Very Reverend RG Cooper
Dean of Guildford
Guildford Cathedral
Stag Hill, Guildford, Surrey
GU2 7UP

Dear Applicant,

Thank you for your interest in the role of Residentiary Canon at Guildford Cathedral. It is a genuine privilege to introduce you to this opportunity at what is a remarkably exciting time in our life together. Guildford Cathedral stands as one of only two Anglican cathedrals built on new foundations since the Reformation, consecrated in 1961 on Stag Hill overlooking the town. Yet while our building is relatively young, we are a community with deep roots in Anglican tradition and a lively, forward-looking faith. The Cathedral of the Holy Spirit is precisely that: a place where we trust the Spirit to lead us into new expressions of mission and ministry.

I am delighted to report that our congregation is growing. This is not merely numerical growth — though that is certainly happening — but a deepening of spiritual life and commitment across our community. We are seeing new faces at our services, enquirers exploring faith, and a renewed energy among those who have worshipped here for many years. There is a palpable sense that God is doing something fresh among us. This growth has emerged alongside a comprehensive vision and strategy process that Chapter has been leading over the past year. We have consulted widely with our congregation, staff, and diocesan partners, and have discerned eight key areas of focus for the years ahead. Central to this vision is a renewed emphasis on **mission, education, and discipleship**. We believe passionately that a cathedral should be not only a place of beautiful worship but a sending and welcoming hub for the Gospel — a community that forms disciples who are then equipped to live out their faith in the world.

We are therefore seeking a Residentiary Canon who shares this vision and who will help us bring it to fruition. We need someone with a genuine passion for mission and outreach, for developing Christians at every stage of their journey, and for building the kind of welcoming community where people can encounter Christ and grow in faith. This is a role for someone who is both theologically grounded and practically creative, able to work collaboratively within a Chapter while also bringing fresh ideas and energy.

I want to be clear: this is not a role for someone who just wishes to maintain the status quo. We are entering a new and exciting phase in the life of the Cathedral of the Holy Spirit, and we need colleagues who are ready to embrace change, take risks in faith, and help us become the missionary community God is calling us to be. If that excites you, I very much hope you will consider applying.

The enclosed pack contains full details of the role, including the role description and person specification, together with information about the Cathedral and the Diocese of Guildford. We warmly encourage prospective candidates to visit us before applying — please do get in touch to arrange this. You will find us a friendly, open community who would be delighted to show you around and answer your questions. Please be assured of my prayers as you discern whether this might be God's call to you. We are praying earnestly for the right person to join our team, and I look forward to receiving your application. With every blessing,

The Very Reverend Bob Cooper
Dean of Guildford

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TRANSFORMING CHURCH



THE CATHEDRAL CHURCH OF THE HOLY SPIRIT

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

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

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

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





THE CATHEDRAL TODAY

GOVERNANCE

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

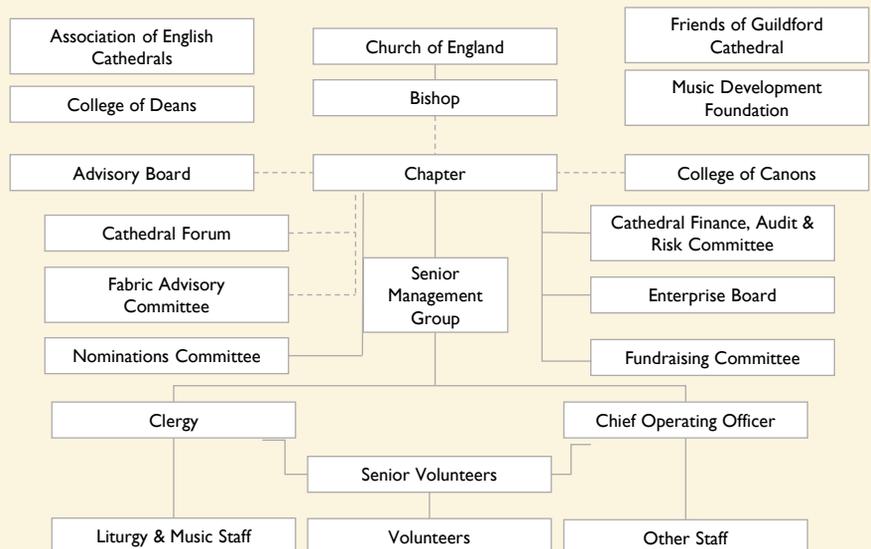
Chapter is served and advised by three Chapter committees – the Development Committee (which has the responsibility for Fundraising, Marketing and Communications) the Cathedral Finance, Audit and Risk Committee, and the Nominations Committee (which has responsibility for managing the recruitment of Chapter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

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

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

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

GUILDFORD CATHEDRAL GOVERNANCE STRUCTURE February 2026







CONGREGATIONS AND WORSHIP

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

Regular Sunday attendance is: c15 at 8.00am BCP Holy Communion, c120-150 at 9.45 Cathedral (Choral) Eucharist, c80 at 18.00 Choral Evensong. We have a few children in the congregation and 20 boy choristers and 18 girl choristers but the majority of the members of our congregations are over 50 years of age.

Our Family Engagement Officer, re-established in 2025 a Sunday School for children aged 4-11. We have children's services on Good Friday and Christmas Eve

We have also introduced a monthly 'Cathedral Tots' service at which there are about 15 families who form the core. This is an additional distinct Cathedral congregation, and the opportunity exists to fully integrate these families into the wider life of the Cathedral.

After the Cathedral Eucharist on Sundays there is coffee available in the Nave. Most of the congregation stays behind to chat and enjoy coffee.

Morning Prayer and Eucharist take place each day. Choral Evensong or Evening Prayer takes place daily. Evensong on weekdays is replaced with a choral Eucharist on Feast, Festival and Saint's Days.





STAFF AND VOLUNTEERS

The Cathedral is well served by a professional staff led by the Chief Operating Officer. The staff complement is 31, equating to 20 FTE. Staff have worked hard together to develop our staff values, and these are emphasised at monthly meetings. In addition to informal communication there is a weekly staff e-bulletin and monthly meetings of Heads of Departments in addition to the monthly meeting for all staff. Administrative support for the Dean is provided by a PA who also serves as the Senior Administrator.

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

GUILDFORD CATHEDRAL AND THE UNIVERSITY OF SURREY

The Cathedral and University enjoy a very good relationship. The Dean, Vice-Chancellor and Bishop of Guildford meet at least annually and seek to exercise a tripartite way of working together for mutual benefit. There is a regular group of university students who join the Cathedral congregation, some of whom participate in the life of the Cathedral. University students also regularly help with Cathedral commercial events and every year the Physics Foundation Year students climb the Cathedral Tower to conduct experiments. Students are occasionally in the Cathedral to make use of the building's challenging acoustic to make recordings.

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

GUILDFORD CATHEDRAL CIVIC LIFE AND PUBLIC ENGAGEMENT

We proudly host county-wide and national celebrations and events. The Chair of Surrey County Council is a

regular visitor for various services, the High Sheriff of Surrey is installed at the Cathedral each year; we regularly welcome to various services the Mayors or Chief Executives from the twelve local authorities in our Diocese.

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

Currently the Residentiary Canon with Responsibility for Public Engagement and Pastoral Care represents the Cathedral at Guildford Borough events such as Mayor Making and the town Remembrance Service





STRATEGIC DEVELOPMENT AND PLANNING

Between 2016 and 2017 the Cathedral underwent a major Heritage Lottery Fund project to restore it. Not only was physical work undertaken, with asbestos being removed from the building, the organ refurbished, and new sound and lighting systems installed, but the opportunity was also taken to improve the Cathedral's interpretation and visitor offer.

The Cathedral is beginning an exciting new chapter as we shape our vision and strategy for the years 2026–2030. Rooted in prayer and reflection, this journey will guide us as we seek to serve God faithfully and remain a beacon of hope for our community. Launched on Sunday 14 September 2025, this process will help us discern a clear vision and mission for 2026–2030, identify strategic themes and practical objectives, develop a sustainable financial strategy for long-term stability, and ultimately celebrate and launch the new plan in Eastertide 2026.

The financial position of the Cathedral is challenging but soundly managed. The Cathedral Honorary Treasurer is a member of Chapter and a highly experienced volunteer, with an extensive professional background in UK charitable law and financial management. (We employ a full-time Finance Manager and a part-time Chief Finance Officer). The Cathedral Finance, Audit and Risk Committee is chaired by the Honorary Treasurer and includes members with expertise in financial management, investment, and audit. Chapter receives management accounts once a quarter and are developing three-year budgets and annual evaluation and review.

The Cathedral operates its commercial activity through a wholly owned subsidiary, Guildford Cathedral Enterprises Ltd., which has its own Board, reporting to Chapter. This includes the Cathedral Shop, cafe franchise, and the staging of events. Two members

of Chapter (not the Dean) have places on the Enterprise Board.

In addition to commercial activity and fundraising, the Cathedral has a Stewardship scheme aimed at members of the congregations and close friends of the Cathedral. Stewardship is being embedded into the psyche of congregation members and a recent campaign to refresh planned giving has done much to achieve this. In addition, a Music Patron Scheme (MPS) was launched in January 2024 to start a series of fundraising efforts to support the costs of all music provided at the Cathedral. It is envisaged that in 2026 and beyond there will continue to be new strands of fundraising developed, with the emphasis placed on engaging more fully with our neighbours across our local community.

Chapter is acutely aware that in spite of the income generation outlined above, there is a constant need to keep costs at a minimum and to increase our income. Developing structures which effectively and efficiently deliver our core purpose whilst having enough headroom to look forward prophetically is something to which we aspire in 2026 and 2027.



KEY STAFF

The Dean (The Very Reverend Bob Cooper)

The Residentiary Canons (The Reverend Canons Rachel Young)

The Priests Vicar (Jo Winn-Smith and Mavis Wilson)

Ms Louise Musgrove (Chief Operating Officer)

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

Vacant (Property and Facilities Manager)

Ms. Nicola Cole (Head of Schools)

Vacant (Head of Commercial Enterprise)

Ms Nicola Pratt (Head of Marketing and Communications)

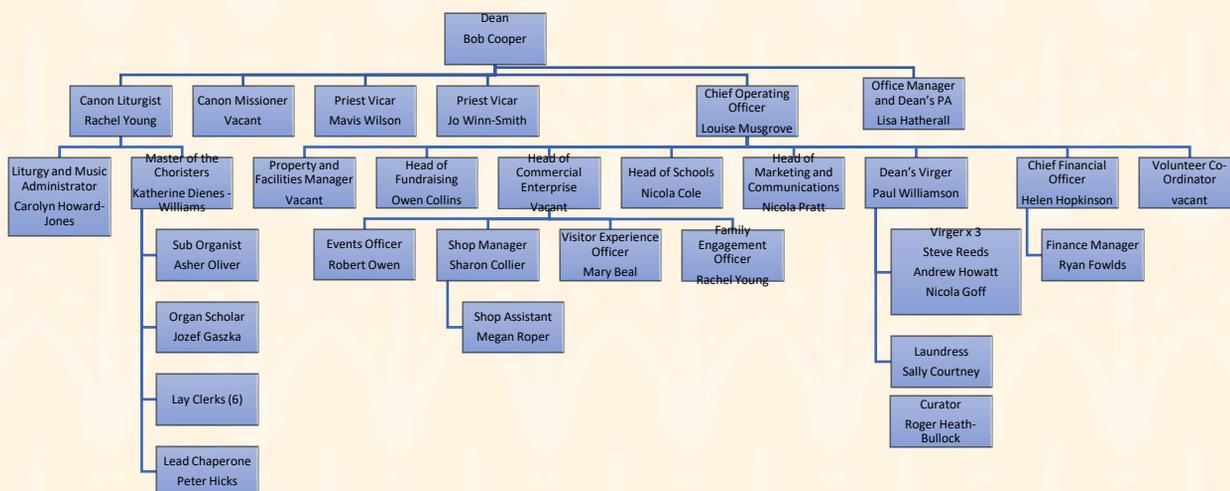
Mr Owen Collins (Head of Fundraising)

Mr Paul Williamson (Dean's Virger)

Helen Hopkinson (Chief Finance Officer)

GUILDFORD CATHEDRAL STAFF ORGANISATION CHART

January 2026





THE DIOCESE OF GUILDFORD

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

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

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

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

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

The Diocese has two archdeaconries, each with six deaneries, and a total of 156 parishes. We are fortunate to have some 300 licensed clergy, two thirds of whom are stipendiary. Over a third of all licensed clergy are women, and there has been a significant increase in the number of our UKME and BMH clergy in recent times – though there's certainly no room for complacency on either score.

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

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

Many vocations, both lay and ordained, have been fostered in the Diocese of Guildford, and we recognise our responsibilities here to the wider Church and not simply to our local parishes. Traditionally Guildford has been a sending diocese, with our ordinands trained either residentially or on mixed-mode schemes. This will be achieved primarily through our non-residential theological institution, St Martha's College.



There are 3 church secondary schools in the Diocese, and 82 church primary and infant schools (53 voluntary aided), together with 11 affiliated schools. 21 of our schools are currently academies, 16 of them under the care of the Diocese's Good Shepherd Trust. The development of this programme has been a major source of new work and is being enthusiastically embraced in line with national Church initiatives.

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

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

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

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

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

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

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

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

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





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

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

The Diocese has a long-established link with the Anglican Church of Nigeria, which is a valuable channel of

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



GUILDFORD CATHEDRAL

Role Description and Person Specification

CANON MISSIONER

Overview

The Canon Missioner is a key leadership position within the Cathedral Chapter, responsible for developing and overseeing the Cathedral's mission strategy and discipleship programmes. This is an outward-facing role requiring someone with a genuine passion for mission, evangelism, and the formation of Christian disciples both within the Cathedral congregation and in the wider community.

The postholder will work collaboratively with the Dean and Chapter, Cathedral staff, and volunteers to ensure that mission and discipleship are embedded at the heart of Cathedral life, enabling the Cathedral to be a vibrant centre of Christian witness in Guildford and beyond.

Key Details

Title:	Canon Missioner
Accountable to:	The Dean
Status:	Residentiary Canon (full-time stipendiary)
Housing:	Cathedral house provided

Key Relationships

- The Dean and Chapter
- The SNEM AND coo
- Cathedral congregation and volunteers
- Diocesan Mission and Ministry teams
- Local churches and ecumenical partners
- Civic, community, and educational organisations
- Cathedral Education and Welcome teams
- The Cathedral clergy team

Main Responsibilities

1. **Mission Strategy and Development**
 - Lead the development and implementation of the Cathedral's mission strategy in alignment with the Cathedral's vision and strategy
 - Identify and develop new opportunities for mission and outreach in the local community and beyond



- Foster a culture of mission throughout the Cathedral community, encouraging and equipping all members to participate in God's mission
 - Work with the Diocese to ensure alignment with diocesan mission priorities and initiatives
 - Develop and maintain partnerships with local churches, community organisations, and mission agencies
1. **Discipleship and Christian Formation**
 - Oversee and develop a comprehensive programme of discipleship for the Cathedral congregation, from enquirers to mature disciples
 - Establish and nurture small groups, nurture courses, and other formation opportunities
 - Develop pathways for newcomers to be welcomed, integrated, and grow in faith
 - Work with the clergy team to ensure baptism and confirmation preparation is effective and missional
 - Encourage and support lay ministry development, identifying and nurturing gifts within the congregation
 2. **Outreach and Evangelism**
 - Develop creative approaches to evangelism appropriate to a cathedral context
 - Maximise opportunities presented by the Cathedral's visitor ministry for spiritual encounter and witness
 - Work with the Education team to develop programmes that connect with schools and young people
 - Engage with the University of Surrey, local colleges, and other educational institutions
 - Leverage the Cathedral's social media and digital presence for mission purposes in conjunction with the Head of Marketing
 - Oversee the Cathedral's engagement with social justice issues as an expression of mission
 3. **Worship and Liturgical Ministry**
 - Share fully in the liturgical life of the Cathedral, including presiding and preaching regularly
 - Contribute to the planning and development of special services with a missional dimension
 - Work with the Canon Liturgist to ensure worship is accessible and welcoming to visitors and newcomers
 4. **Leadership and Collaboration**
 - Serve as a member of Chapter, contributing to the strategic leadership and governance of the Cathedral
 - Line manage relevant staff and oversee volunteers in the mission and discipleship areas
 - Build effective partnerships with diocesan colleagues and local churches
 - Represent the Cathedral in relevant external forums and networks
 - Maintain appropriate safeguarding practices in all areas of responsibility



Person Specification

E = Essential | D = Desirable

Qualifications and Training

Requirement	E/D
Ordained priest in the Church of England or a church in communion	E
Theology degree or equivalent	E
Training in mission, evangelism, or church growth	D
Postgraduate qualification in a relevant field	D

Experience

Requirement	E/D
Substantial parochial or ministerial experience (minimum 6 years post-ordination)	E
Proven track record in developing and leading mission initiatives	E
Experience of developing discipleship programmes and nurture courses	E
Experience of leading and managing staff and volunteers	E
Experience of working collaboratively across different traditions and contexts	E
Experience in a cathedral, larger church, or resource church setting	D
Experience of engaging with civic and community partners	D
Experience of working with young adults and students	D

Skills and Abilities

Requirement	E/D
Excellent communication skills, including preaching and public speaking	E
Ability to think strategically whilst attending to detail	E
Strong interpersonal skills and the ability to work collaboratively	E
Creative and innovative approach to mission and evangelism	E
Ability to inspire, motivate, and develop others	E
Competence with digital communication and social media	E
Liturgical competence across a range of traditions	E

Personal Qualities and Attributes

Requirement	E/D
A passionate and infectious faith, with a heart for mission and evangelism	E
Outward-facing orientation with a genuine interest in engaging with those outside the church	E
A commitment to the development of Christian disciples at all stages of faith	E
Theological depth combined with an accessible and engaging communication style	E
Resilience, patience, and a good sense of humour	E
Personal discipline in prayer and spiritual life	E



Ability to work within a collegial chapter structure whilst bringing energy and initiative	E
Comfortable working across different churchmanship traditions	E

General Requirements

This post is subject to an enhanced DBS check. The postholder must be willing to undergo safeguarding training and adhere to the Cathedral's safeguarding policies.

The postholder will be expected to maintain their own professional development and participate in Ministerial Development Review.

This role description is not exhaustive and may be subject to review in consultation with the postholder.



GUILDFORD CATHEDRAL

