

Gloucester Cathedral Strategic Priorities 2019-22: Consultation

Survey Analysis

156 people participated in this survey

Q1. What is your primary relationship with the Cathedral?

Members of Staff:	12%
Volunteer:	46%
Congregation:	18%
Wider Cathedral:	16%
Members of Friends of the Cathedral:	8%

Member of Fabric Advisory committee, parent of chorister, local clergy, Lay Member Finance Committee, Northleach Benefice, art historian, Cathedral Steward, Friends Council Member and a member of GCS were among those who took part.

Q2. Between 2013 and 2018 Gloucester Cathedral was working towards the following four strategic priorities. How well do you feel the Cathedral has met these strategic priorities?

a. To Grow the Cathedral's community in number and deepen it in Christian Discipleship

45% Extremely/Very well

45% Somewhat well

Breakdown

Source	Extremely Well /Very Well	Somewhat Well /Not so Well
Members of Staff	29%	71%
Volunteer	43%	57%
Congregation	40%	60%
Members of Friends of the Cathedral	70%	30%
Wider Cathedral	52%	48%

b. To strengthen our role in the life of the people of this City, County and Diocese by widening our reach and impact

77% Extremely/Very well

Breakdown

Source	Extremely Well /Very Well	Somewhat Well /Not so Well
Members of Staff	89%	11%
Volunteer	74%	26%
Congregation	60%	40%
Members of Friends of the Cathedral	100%	
Wider Cathedral	83%	17%

c. To develop our operational and physical infrastructure to help shape visitors into pilgrims

69% Extremely/Very well

Breakdown

Source	Extremely Well /Very Well	Somewhat Well /Not so Well
Members of Staff	79%	21%
Volunteer	62%	38%
Congregation	62%	38%
Members of Friends of the Cathedral	82%	18%
Wider Cathedral	46%	54%

d. To broaden and extend our spiritual and financial resources through effective programmes of sustainability and stewardship

60% Somewhat/Not very well

Breakdown

Source	Extremely Well /Very Well	Somewhat Well /Not so Well
Members of Staff	50%	50%
Volunteer	31%	69%
Congregation	32%	68%
Members of Friends of the Cathedral	67%	33%
Wider Cathedral	50%	50%

Comments
“I firmly believe the cathedral is more accessible to many people who would not have considered entering through activities such as films, concerts, plays, football, keep fit etc. The ways of attracting people in has been endless.”
“I don't really feel qualified to answer these questions with integrity. It's easy to tick boxes but without some hard facts and statistics I can only go by my own very superficial impressions. I love the refurbishment of the Cathedral and surrounds, and particularly the Lady Chapel. I love to see the Cathedral packed with young families on great festival occasions. But I would love to see more outreach to spiritual seekers with discipleship programmes and events targeted at younger people”
“I cannot answer the other points as I haven't been involved during this period, but I can see the huge positive steps that have come with the new landscaping and internal additions of lifts etc. I know that financially there are still huge challenges”

Q3. Between 2019 and 2022, the following four priorities have been identified:

- a. To welcome all visitors as pilgrims, providing access for all and ensuring every visit has the potential to transform
- b. To re-shape the organisation to secure financial sustainability thus ensuring the Cathedral is open for generations to come
- c. To plan and deliver development and activity programmes that increase visitor engagement, spiritual well-being, Christian exploration, sustain fabric and grow income
- d. To use our assets and partnerships to make a positive contribution locally to homelessness, well-being, young peoples' prospects and environmental sustainability.

In your view, how well do these four priorities reflect what the Cathedral stands for?

73% Extremely/Very well

Breakdown

Source	Extremely Well /Very Well	Somewhat Well /Not so Well	Not At All Well /Don't Know
Members of Staff	83%	17%	
Volunteer	70%	25%	5%
Congregation	73%	23%	4%
Wider Cathedral	59%	41%	
Members of Friends of the Cathedral	83%	17%	

Q4. Do you understand these priorities?

73% Yes they are very clear

Breakdown

Source	Yes, they are very clear	To a degree/More clarity needed	I don't understand them
Members of Staff	89%	11%	
Volunteer	74%	25%	1%
Congregation	69%	31%	
Wider Cathedral	54%	46%	
Members of Friends of the Cathedral	83%	17%	

Comments
"I am uncertain whether attempting to get visitors to see themselves as pilgrims is achievable. Stressing that the cathedral is primarily a place of Christian worship is important ... but I'm not certain that trying to go further is desirable. Financial sustainability and viability are essential and we should not be shy in seeking voluntary donations from all "tourist visitors."
"What exactly do you mean by welcoming visitors as pilgrims. The christian message is sometimes hidden - you have to look for it"
"Explain phrases such as 'potential to transform' and 're-shape the organization' etc."
"However, many will visit as tourists from other faiths and none and we should welcome them without trying to transform?"
"Not sure about the use of the term 'potential to transform' - is it to 'understand better' one another's beliefs and to be tolerant of one another."
"What do you mean by pilgrim? Do you literally mean to persuade people to see the building as a shrine? Or a place of journeying, like Santiago de Compostella? Is that realistic? Or do you just mean, "They should come not just as visitors, but as spiritual searchers"

Q5. Are our strategic priorities focussed on the right areas?

90% Yes definitely/About right

Breakdown

Source	Yes, definitely	About Right	Not really /Not at all /Don't know
Members of Staff	61%	39%	
Volunteer	25%	65%	10%
Congregation	34%	58%	8%

Wider Cathedral	21%	58%	21%
Members of Friends of the Cathedral	42%	50%	8%

Q6. How capable do you think the Cathedral is of meeting these strategic priorities?

a. To welcome all visitors as pilgrims, providing access for all and ensuring every visit has the potential to transform

73% Extremely/Very capable

Breakdown

Source	Extremely/Very capable	Somewhat/Not so capable
Members of Staff	94%	6%
Volunteer	69%	31%
Congregation	69%	31%
Members of Friends of the Cathedral	82%	18%
Wider Cathedral	66%	34%

b. To re-shape the organisation to secure financial sustainability thus ensuring the Cathedral is open for generations to come

52% Extremely/Very capable
48% Somewhat/Not so capable

Breakdown

Source	Extremely/Very capable	Somewhat/Not so capable
Members of Staff	67%	33%
Volunteer	48%	52%
Congregation	44%	58%
Members of Friends of the Cathedral	63%	37%
Wider Cathedral	54%	46%

c. To plan and deliver development and activity programmes that increase visitor engagement, spiritual well-being, Christian exploration, sustain fabric and grow income

69% Extremely/Very capable

Breakdown

Source	Extremely/Very capable	Somewhat/Not so capable
Members of Staff	84%	16%
Volunteer	65%	35%
Congregation	68%	32%
Members of Friends of the Cathedral	65%	35%
Wider Cathedral	60%	40%

d. To use our assets and partnerships to make a positive contribution locally to homelessness, well-being, young peoples' prospects and environmental sustainability.

67% Extremely/Very capable

Breakdown

Source	Extremely/Very capable	Somewhat/Not so capable
Members of Staff	68%	32%
Volunteer	63%	37%
Congregation	72%	28%
Members of Friends of the Cathedral	84%	16%
Wider Cathedral	64%	36%

Q7. How would you prioritise funding and resources for these strategic priorities?

a. 62% High Priority

Breakdown

Source	High Priority	Medium Priority	Low/Not Priority
Members of Staff	78%	22%	
Volunteer	63%	29%	8%
Congregation	62%	27%	11%
Members of Friends of the Cathedral	45%	36%	19%
Wider Cathedral	50%	41%	9%

b. 60% High priority

Breakdown

Source	High Priority	Medium Priority	Low/Not Priority
Members of Staff	72%	22%	6%
Volunteer	68%	30%	2%
Congregation	62%	38%	
Members of Friends of the Cathedral	50%	50%	
Wider Cathedral	30%	52%	18%

c. 48% High Priority / 47% Medium Priority

Breakdown

Source	High Priority	Medium Priority	Low/Not Priority
Members of Staff	39%	61%	
Volunteer	57%	42%	1%
Congregation	46%	46%	8%
Members of Friends of the Cathedral	50%	30%	20%
Wider Cathedral	32%	59%	9%

d. 58% High Priority

Breakdown

Source	High Priority	Medium Priority	Low/Not Priority
Members of Staff	67%	33%	
Volunteer	58%	29%	13%
Congregation	38%	50%	12%
Members of Friends of the Cathedral	70%	30%	
Wider Cathedral	73%	18%	9%

Q8 Do you feel you are able to contribute to at least one of these priorities in your role as a member of staff / volunteer / member of the community?

49% Yes, definitely

31% Yes, a little

Breakdown

Source	Yes, definitely	Yes, a little	No, not really /No, not at all /Don't know
Members of Staff	83%	17%	
Volunteer	57%	35%	8%
Congregation	54%	27%	19%
Wider Cathedral	4%	42%	54%
Members of Friends of the Cathedral	36%	46%	18%

Q9. Are there any other comments or suggestions you would like to add?

Comments
"What about Pilgrim 2 - new loos, restaurant/cafe, education facilities? Have you run out of puff? Why is the Cathedral still separate from and not an integral part of the city in its own mind and in that of Gloucestershire?"
"I feel the strategic priorities are of equal worth so could not categorize them in order of funding priorities"
"Attempts to paint every visitor as a pilgrim are often misplaced. The primary purpose of the building is a place of worship, and far too often this is detracted from by noisy tourists (not pilgrims)"
"Although I realise you need visitors to donate more, I'm a little worried about visitors been approached to give more"
"I believe the Cathedral has a very dedicated and talented individuals working to the best of their abilities with limited resources"
"The high standard of worship must not be compromised as it is a major factor of which the cathedral can be proud. This should be a given as these four priorities are taken forward"
"The Chapter needs to state its priorities in a newsletter with regular updates as to progress. Also there are many days when there is no clergy presence between services and if that cannot be helped then a clear notice is needed to say where /how a duty priest can be contacted . can be improved"
"I recommend that a Delivery Group is formed from Cathedral stakeholders, chaired by the Dean, with a set of clearly identified deliverables against each priority, to review progress and identify remedial action where delivery is falling short"

Q10. Is there anything you feel should be removed from the strategic priorities?

98% (of those that commented) replied No

Comments/What should be removed

“Treating all visitors as pilgrims and using their visit to potentially transform them”

“I just find the word 'transform difficult in priority (a)”

“Perhaps the words 'as pilgrims?”

“Nothing but seeking the kingdom should be one, as well as loving God and loving others being more explicit. We are a people of faith. Let's not be shy about that!”