



WELLS  
CATHEDRAL

INFORMATION PACK

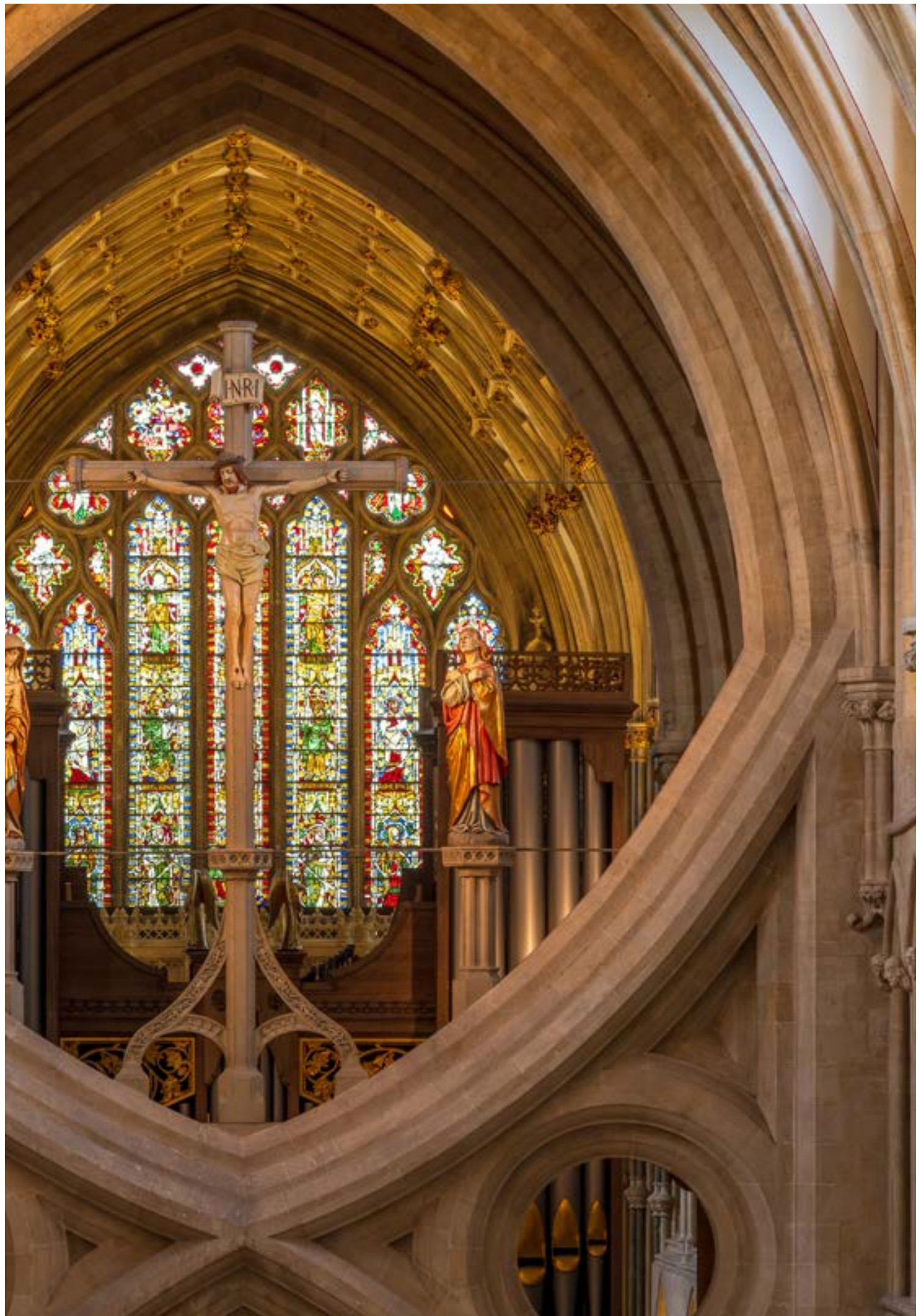
---

Trustees  
Non-executive  
Lay Members of Chapter

MAY 2026

# Contents

Introduction .....	4
About us .....	6
Outline of the role and the person we are seeking .....	8
Role and person specification .....	12
How to apply .....	16
Other Information .....	18
• Values and strategy	
• Governance: The Cathedrals Measure and the Cathedral Constitution	
• Accessibility	
• Equality, diversity and inclusion	
Safeguarding .....	22



# Introduction

Dear Candidate,

Thank you for your interest in joining the Chapter of Wells as a trustee and non-executive lay Chapter member. We are seeking two new colleagues to join us, and this pack offers an introduction to our life, ministry, and mission as the Cathedral Church of the Diocese of Bath and Wells, as well as to the commercial and organisational responsibilities that sustain it.

Wells Cathedral is a place of extraordinary beauty, deep history, and living faith. Treasured by the city of Wells, the county of Somerset, and the wider Diocese, it is both a house of prayer and a place of gathering: a space for worship and wonder, reflection and celebration, encounter and community. Within its ancient walls, joy is not an optional extra – it is a theological commitment, a sign of God at work, and a mark of a healthy, flourishing Cathedral community.

As a Cathedral, we care for a building and tradition shaped over centuries, while remaining joyfully and purposefully engaged with the social, spiritual, cultural, and economic life of today. Our calling is to be a beacon of hope and light: open, welcoming, inclusive, and rooted in prayer, hospitality, and service. We aspire not simply to preserve the past, but to invite new life – to be a Cathedral that radiates joy, generosity, and creative possibility.

The Chapter is the Board of Trustees of Wells Cathedral. With care for both our spiritual and temporal responsibilities, we currently bring together four clerical and six lay members, drawing on experience from Church, ministry, business, and a wide range of professional backgrounds. Together, we seek to lead with clarity, trust, curiosity, and courage – believing that good governance and healthy relationships are the soil in which joy grows. We are now seeking two new lay members to join us:

- one bringing **strategic leadership skills**, and
- one with **expertise in property management**.

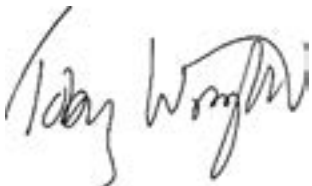
We warmly encourage applications from members of the Cathedral community, as the connection with regular worship and the lived life of the Cathedral is deeply valued. We are also committed to widening the diversity of Chapter and would particularly welcome applications from women and from those of global majority heritage.

As a trustee and non-executive lay Chapter member, you will play a vital role in shaping the future of Wells Cathedral—supporting our values and strategy, stewarding our remarkable inheritance, and helping us hold together prayer, hospitality, and growth. You will be invited into a shared endeavour: balancing heritage and imagination, stability and creativity, reverence and delight.

If the idea of contributing to the life of this living Cathedral stirs something in you, we would be delighted to hear from you. Joining Chapter offers a rare and meaningful opportunity to help shape the future of an amazing institution – not only for today’s community, but for generations to come.

If you would like to talk informally with someone about being a Chapter member, please contact either Caroline Boddington, Chair of the Nominations Committee, or Nerys Watts, Chief Operating Officer. Their details are included in the pack, and both would be very pleased to hear from you.

We look forward, with hope and joy, to exploring this journey together.

A handwritten signature in black ink, reading "Toby Wright". The signature is written in a cursive, flowing style.

The Very Reverend Toby Wright  
Dean of Wells

# About us

## **The City of Wells**

Situated on the edge of the Mendip Hills in the County of Somerset, Wells is one of England's most beautiful and compact cities, built around the beautiful Cathedral of St Andrew. Its picturesque surroundings include a charming market square and high street, The Bishop's Palace & Gardens, and the magnificent Vicars' Close, Europe's oldest continuously inhabited street.

## **The Cathedral**

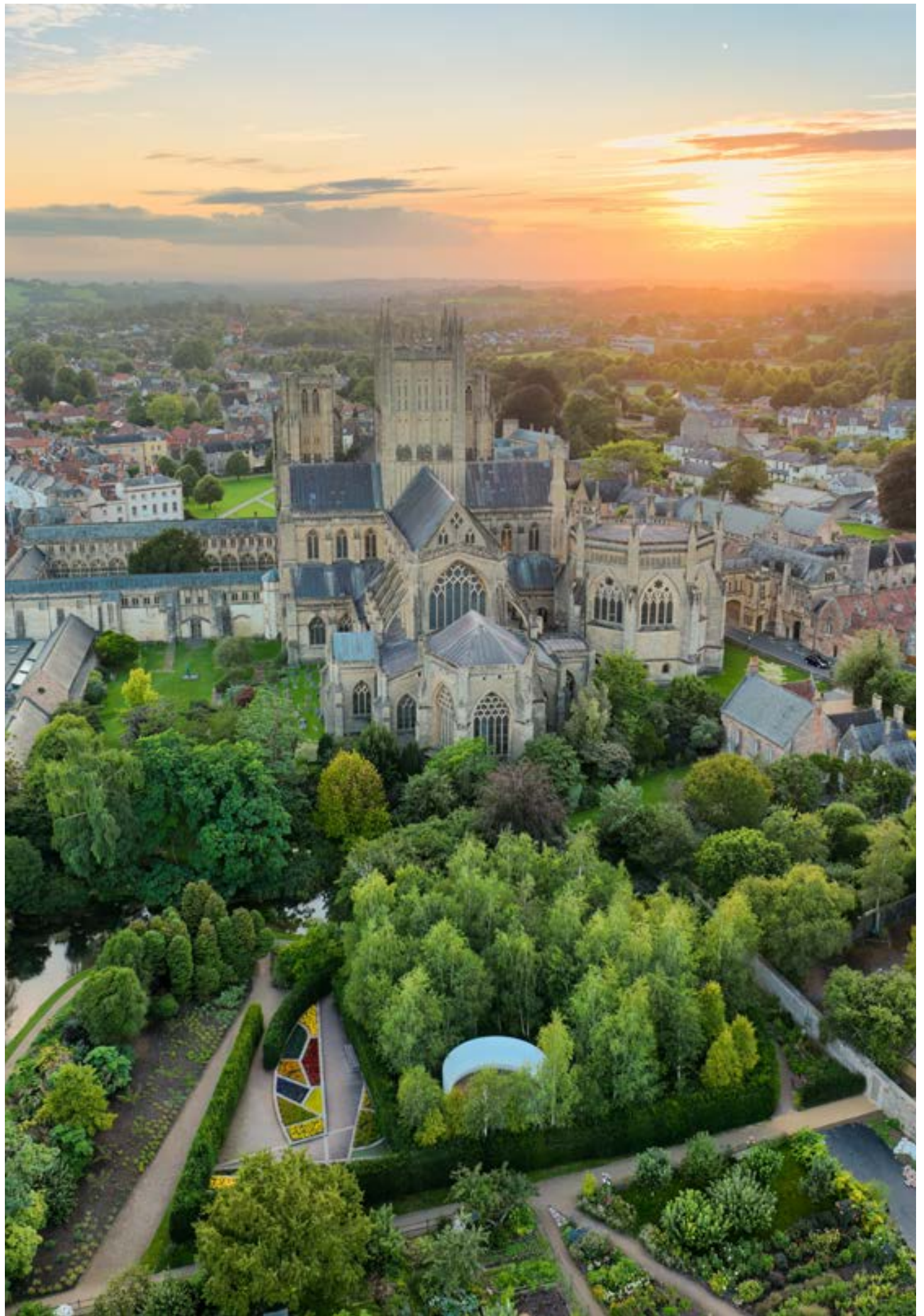
Wells Cathedral is one of England's most beautiful and significant cathedrals, inspiring pilgrims and visitors for nearly 850 years. It serves as both the seat of the Bishop of Bath and Wells and the Mother Church of the Diocese, playing a vital role in Somerset's cultural identity. For many, the Cathedral embodies the area's spiritual and cultural heritage, standing as a symbol of local pride and a place that connects today's community with centuries of history and Christian tradition.

Renowned for its beautifully maintained Gothic architecture, its world-class music, and warm hospitality, Wells Cathedral welcomes some 300,000 visitors each year, alongside 150,000 or so who attend services, concerts, and events.

Underpinning the life, worship, and ministry of the Cathedral is a diverse organisation which oversees a diverse tapestry of activity. The Cathedral is also a regular host to a number of external organisations who provide concerts, events, and private and public gatherings, furthering our links with the community. Following the implementation of the Cathedrals Measure 2021, Wells Cathedral is now registered as a charity and is therefore regulated by both the Charity Commission and the Church Commissioners. Members of the Chapter—the Cathedral's governing body—serve as the charity's trustees.

This is an exciting time to join our team as we deliver the Vicar's Close Project — a major initiative to restore this internationally significant and unique medieval site. Integral to the history and renowned choral tradition of Wells Cathedral since 1348, Vicar's Close will be safeguarded for future generations while offering an ambitious new visitor experience and programme of events that celebrate its extraordinary heritage.

Further details of the Cathedral's life may be found on the Cathedral's website:  
[www.wellscathedral.org.uk](http://www.wellscathedral.org.uk)



# An outline of the role and the person we are seeking

Wells Cathedral Chapter is seeking up to two new trustees with experience and interest in one or more of the following areas:

- **Strategic leadership**
- **Property management**

You will join Chapter and the Cathedral's leadership team in developing the Cathedral's life as a place of worship and service, a heritage site of remarkable beauty, and a globally recognised destination for pilgrims and visitors. All of this is underpinned with the need to ensure financial sustainability and an effective business operation.

## **Background to the role**

The Chapter is the Board of Trustees for the Cathedral, a registered charity, and has the ultimate responsibility for directing and overseeing its affairs. Members of Chapter come from a variety of backgrounds and we seek to work collegially in our leadership and responsibilities as we take forward the ministry and mission of a Cathedral which has been servicing Wells and the County of Somerset for almost 850 years.

This is an exciting time to join the team. Following the appointment of a new Dean in summer 2024 and of others to key staff leadership roles, the Chapter has developed a long-term strategy around the four key pillars of

- **Christianity – deepening spiritual commitment**
- **Connection – engaging communities**
- **Culture – promoting music and heritage**
- **Commerce – building financial stability**

In addition, we are in the middle of two major projects:

## **Vicars' Close**

Vicars' Close is an internationally significant and unique medieval site which has been integral to the history and fine choral tradition of Wells Cathedral since 1348. We are restoring





buildings in the Close and will provide a new visitor experience and programme of events to uncover and celebrate our heritage, opening six buildings to the public for the first time in 2027 with an innovative new interpretation to explore the stories of the Close's social, architectural, and musical history and heritage.

### **The Grand Organ**

The Cathedral's Grand Organ is undergoing a substantial restoration in 2026 and 2027 and we are currently in the middle of a major fundraising campaign. This work will enrich our worship and music and secure the organ's long-term future.

There are plans in place to significantly develop the Cathedral's commercial events offer and to welcome in increased numbers of visitors. There is a wide property portfolio beyond the Cathedral and Vicars' Close which requires ongoing oversight to ensure that these assets are protected and utilised in the most effective manner to support the primary objectives of the Cathedral. Accordingly, Chapter is seeking to strengthen governance in the areas of strategic leadership, and property management. This role represents a unique opportunity to contribute to the ongoing legacy of Wells Cathedral, ensuring its heritage is preserved while securing the resources needed for its future.

### **Who are we looking for?**

We are seeking people who will understand the role of good governance and shared leadership in a complex organisation, who are able to contribute to the wider and emerging

agenda of the Cathedral as well as bring expertise in their particular areas.

In addition to the requirements for Chapter members as set out in the generic person specification, we are looking for people with proven experience in the following areas:

**Strategic leadership in the private or public sector** – we are looking for a colleague who has senior and strategic leadership experience in the private or public sector with an understanding of the business realities faced by contemporary organisations including financial challenges, the changing economic and legislative environment and leading change. This may have been obtained in a variety of sectors although exposure to commercial issues and/or risk management would be helpful.

**Property Management** – we are looking for a colleague with current or recent experience of strategic management of a complex property portfolio who will bring experience of property and estate management, oversight of capital projects and building projects, property investment and with an understanding of the legislative framework. Ideally this would be accompanied by a wider leadership role across a large organisation.

You will bring wisdom and kindness in your leadership and enjoy motivating and developing the team around you, stretching thinking and sharing ideas in an approachable way. You will be committed to learning and growing both with other members of Chapter and personally as the Cathedral develops its work. Whilst we are eager to have a full complement of Chapter as soon as possible, immediate availability is not essential and we aim to have both candidates in post by early 2027.

Chapter members are part of a wider community of worshippers, volunteers and staff who all seek to serve the Cathedral's mission and ministry. As a result, it is important that you can be present in the life of the Cathedral as appropriate. We oversee the whole life of the Cathedral and candidates must be Christian.<sup>1</sup>

Further details of the Cathedral's life may be found on the Cathedral's website:  
[www.wellscathedral.org.uk](http://www.wellscathedral.org.uk)

1. A person is eligible to be a non-executive member of Chapter only if the person is— (a) an actual communicant of the Church of England, or (b) a communicant member of a Church which is not in communion with the Church of England but subscribes to the doctrine of the Holy Trinity. Further information is set out in the Cathedrals Measure 2021 and Rule 83(2) of the Church Representation Rules or please speak with Nerys Watts, Chief Operating Officer, (nerys.watts@wellscathedral.org.uk ) if you have a query about this.

<https://www.legislation.gov.uk/ukcm/2021/2/schedule/1/enacted>  
[https://www.churchofengland.org/about/leadership-and-governance/legal-services/church-representation-rules/part-8#r83\\_2](https://www.churchofengland.org/about/leadership-and-governance/legal-services/church-representation-rules/part-8#r83_2)

# Role & person specification

Chapter members, who are the trustees for the Cathedral, hold the responsibility for directing and overseeing the Cathedral's affairs.

## **Responsibilities as a Chapter member**

All members of Chapter take a full part in the discussions and decision-making of the Chapter as it fulfils its statutory and governance responsibilities, namely:

- To order the worship and promote the mission of the Cathedral
- To formulate proposals in connection with the strategic direction and mission of the Cathedral
- To manage all property vested in the Cathedral and the income accruing from it
- To ensure that necessary repairs and maintenance of the Cathedral and its contents and other buildings and monuments are carried out
- To attend to all matters concerning the appointment of senior staff to the Cathedral
- To prepare an annual budget
- To prepare an annual report and accounts.
- To keep under review the Constitution and Statutes of the Cathedral
- To ensure legal, regulatory and governance compliance
- To exercise the power if necessary to provide for the incorporation of limited companies for the better management of the Cathedral.

## **Further duties include:**

- To act as an advocate for the Chapter of Wells within and beyond the Church of England, across the city, the County and the Diocese of Bath and Wells and the wider Southern Province



- To provide critical friendship and constructive challenge to Chapter colleagues, the Chief Officers and the wider Cathedral Leadership Team
- To serve, as appropriate, on Chapter Committees, Sub-Committees and Working Groups.

The Chapter is the Board of Trustees for the Cathedral. It is the administrative body of the Cathedral and has the ultimate responsibility for directing and overseeing its affairs.

The Chapter consists of the Dean, the Residentiary Canons and other ordained and lay members holding appointed positions. Non-executive trustees are drawn from a variety of organisations and backgrounds.

Non-executives may hold other sub-committee responsibilities and in addition to this generic role description, there may be specific skill sets needed to exercise the sub-committee function.

### **Person specification for the Chapter role**

- Committed to the Cathedral's Christian vision, mission and ministry, and values
- Demonstrable strategic leadership and management skills; previous experience volunteering as a trustee is welcome but not essential
- An ability to understand the complexities of a Cathedral and its associated functions and both lead and contribute to strategic thinking
- Willingness to attend to professional personal development including undertaking training
- An aptitude for both collaborative and independent working – committed to collegial responsibility and decision making
- Excellent interpersonal skills, in particular, warmth, tact, discretion, diplomacy, empathy and imagination when representing the Chapter
- Personally equipped for resilience in leadership and alert to the needs of their own mental and physical well-being
- Able to influence, motivate and persuade whilst maintaining a constancy of purpose

- Able to carry out legal duties and decision making as set out in the Charity Commission's CC3 – *The Essential Trustee* and CC27 – *It's Your Decision*
- Willing to follow the Cathedral's Code of Conduct and prepared to uphold all of Chapter's legal responsibilities

Wells Cathedral Chapter follows the Nolan Principles of Public Life introduced in 1995 by the UK government's *The Seven Principles of Public Life* – GOV.UK .

Non-executive Chapter members are generally appointed for a term of office of three years and no non-executive lay member would usually serve more than two consecutive terms of office.

Lay non-executive members of Chapter are volunteer positions. Reasonable expenses incurred may be claimed, in accordance with Cathedral policies and Charity Commission guidelines.

Chapter members commit to a process of annual review of the whole Chapter and individually.

Chapter members are part of a wider community of worshippers, volunteers and staff who all seek to serve the Cathedral's mission and ministry. As a result, it is important that members can be present in the life of the Cathedral as appropriate.

### **Meetings and time commitment**

The time commitment is likely to be about a day a week over the period of a year.

Chapter usually meets around ten times each year (although it is hoped that this will reduce in the future) and Chapter members usually also serve on at least one Chapter Committee. Regular meetings include worship.

Members of Chapter are involved in the public worshipping life of the Cathedral and are invited to become a member of the College of Canons and to robe and process in key services during the year. These include the celebration of our foundation (St Andrew's Day), the Legal Service, installations of prebends and fellow Chapter members and services around Christmas, Epiphany and Easter. Members are also welcome to join the regular congregations if they wish.

# How to apply

To apply, please submit a CV and a supporting letter (maximum two sides of A4) that outlines your suitability for the role in the light of the information provided, including your interest and motivation in applying for this position.

**Please email these to [rachel.summerhayes@wellscathedral.org.uk](mailto:rachel.summerhayes@wellscathedral.org.uk) by 12pm on Monday 1 June 2026.**

The Nominations Committee are overseeing the appointment process on behalf of Chapter and an interview will be held with a Panel comprising members of the Nomination Committee and Chapter. Candidates will also meet informally with the Chief Operating Officer and be offered a tour of the Cathedral. In advance of the interview, there will be an opportunity for a separate 'safe space' conversation with a Chapter member who is not involved in the selection process.

We are committed to growing in diversity and inclusion and seek to reflect this in Chapter. We welcome and encourage applications from people of all backgrounds and especially at this time female candidates and candidates from a global majority heritage background. We will request that candidates complete an Equal Opportunities Monitoring Form as part of the recruitment process.

Any appointment will be subject to the receipt of satisfactory references, an Enhanced Disclosure and Barring Service (DBS) check and the completion of a Confidential Declaration Form.

If you would like to speak to anyone for further information prior to submitting your application, please contact Nerys Watts, Chief Operating Officer ([nerys.watts@wellscathedral.org.uk](mailto:nerys.watts@wellscathedral.org.uk)) or Caroline Boddington, Senior Non-Executive Member of Chapter ([caroline.boddington@wellscathedral.org.uk](mailto:caroline.boddington@wellscathedral.org.uk)).



# Other information

## Values and Strategy

As with all charities, Wells Cathedral has faced many challenges over the last few years and is still doing so. With the new governance measures in place and a refreshed Chapter body, it was time to review our strategy and the values; to discern, with the Cathedral community and the Diocese, what we are called to do and, crucially, how we choose to do it.

After a lengthy period of listening to staff, volunteers, congregation, Diocese and other key stakeholders the Cathedral mission, vision and values have been launched.

## Our Mission

Inspired by faith in Jesus Christ, by scripture, and as part of the Church of England, we aim to be a community that is learning together and growing in faith, love and service.

## Our Vision

Rooted in the transforming love of God, we seek to be a beacon of light and hope, welcoming and serving people, churches and communities across our diocese, county and beyond.

## Our Values

We seek to live out our life together, based on the following values:

- **Welcoming:** to be welcoming to all – inspired by our Christian faith, learning and growing in faith and discipleship.
- **Caring:** to be caring – serving our own community and the wider communities across the Diocese and County with compassion and love.
- **Respectful:** to be respectful – treating others with respect and openness, acting with integrity and inspiring trust in all we do.

The Cathedral recently launched its Strategic Plan 2025-2035, which helps to inform decision making about resource and investment allocation, with clear targets and outcomes.

We have set out four Strategic Aims:

**Christian:** Wells Cathedral is a living church, fostering faith, prayer, and discipleship, while serving Somerset with joy.

**Connecting:** We will connect and engage with our communities, staff, volunteers, and audiences to build a more inclusive and diverse Cathedral family. We will work collaboratively to create accessible experiences that are relevant and meaningful to all.

**Culture:** We will conserve and care for our unique and special world-class heritage, ensuring the preservation and celebration of Wells Cathedral's unique assets, and musical tradition. We will position the Cathedral as a cultural driver in Somerset and as an exemplar in the sector

**Commercial:** To fulfil our mission, and deliver our charitable objectives, we will grow and diversify our income through caring commerciality, securing financial sustainability and maximizing operational efficiency. We will safeguard the future of the Cathedral, investing in growth to build financial resilience and secure long-term sustainability.

### **Governance: The Cathedrals Measure and the Cathedral Constitution**

The Cathedrals Measure 1999, the Care of Cathedrals Measure 2011 and the Cathedrals Measure 2021 are the principal pieces of legislation which govern the life of Cathedrals. In addition, each cathedral has its own constitution and statutes.

The objects of the charity, as set out in the constitution are:

- a. To advance the Christian religion in accordance with the faith and practice of the Church of England, in particular by furthering the mission of the Church of England;
- b. To care for and conserve the fabric and structure of the Cathedral Church building;
- c. To advance any other charitable purposes which are ancillary to the furtherance of the purpose referred to in sub-paragraph (a) or (b)

The Cathedral Constitution allows for between 8-12 members of Chapter. The Dean and Residentiary Canons are executive members. The Dean is the Chair of Chapter. There is

a senior non-executive member (SNEM) who is a lay person appointed by the Bishop. The Archdeacon of Wells is also a non-executive member of Chapter.

The Cathedral's latest Annual Report and Accounts may be seen at:  
[www.wellscathedral.org.uk/your-cathedral/about-us](http://www.wellscathedral.org.uk/your-cathedral/about-us)

As a non-executive member of Chapter and trustee your role will be critical to the leadership of the Cathedral. Information on the current members of Chapter can be found here: [www.wellscathedral.org.uk/your-cathedral/contact-us/the-chapter](http://www.wellscathedral.org.uk/your-cathedral/contact-us/the-chapter)

## **Accessibility**

We understand that different members of the community have different access needs and have made some modifications to the way we do business to accommodate people from diverse communities and abilities. We offer the following amenities:

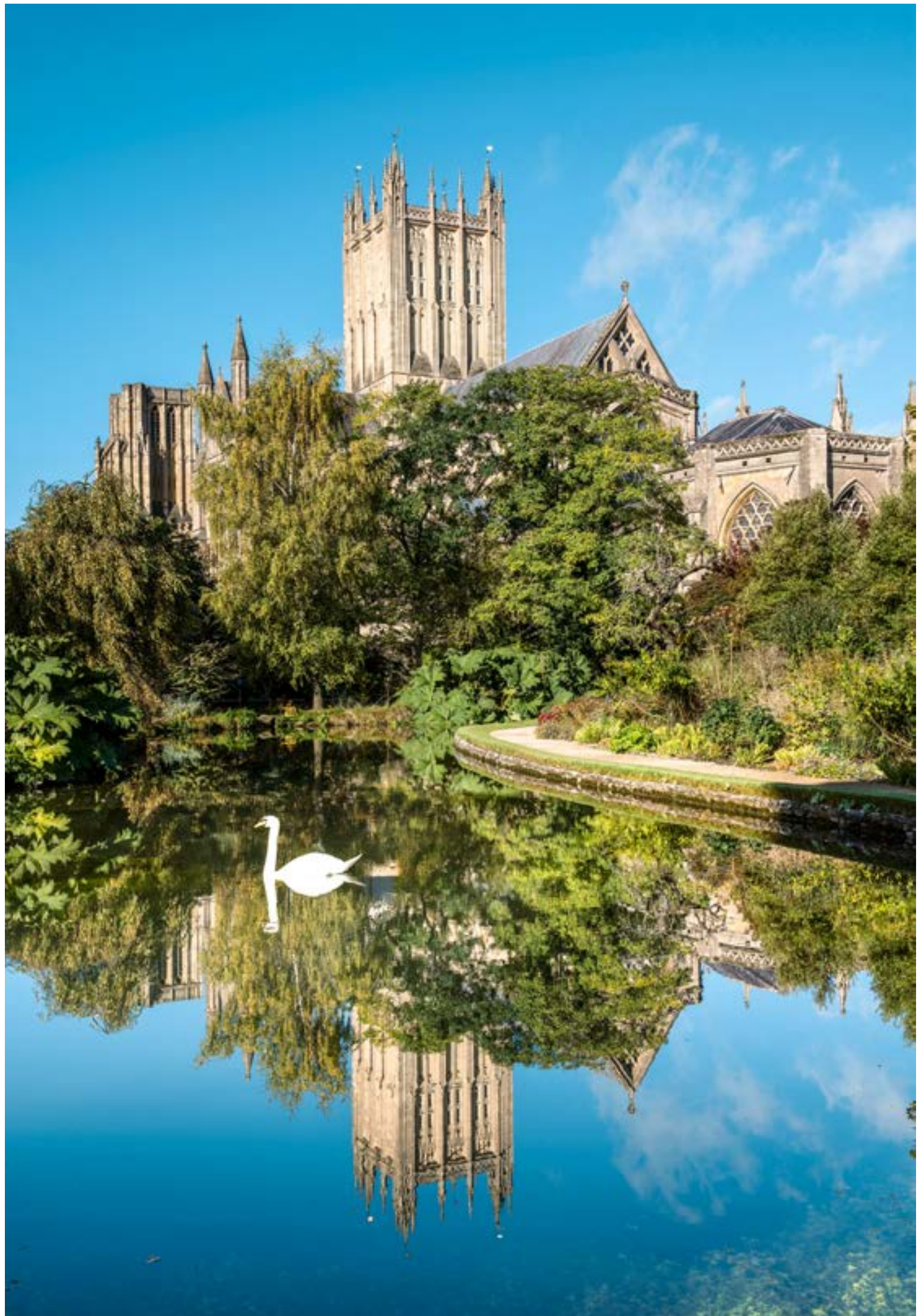
- Step-free access to the Cathedral, its key meeting room and a bathroom.
- Accessibility dogs are welcome.
- Interviews can be held in a meeting room that supports hearing loops.
- Papers and materials can be presented in different formats.
- A sign language interpreter can be accessed for interviews.

## **Equality, Diversity & Inclusion**

The cathedral seeks to connect and engage with our communities, staff, volunteers, and audiences to build a more inclusive and diverse Cathedral family. We aim to work collaboratively to create accessible experiences that are relevant and meaningful to all.

As part of its commitment to EDI, the Chapter of Wells has led the way into the investigation of the Cathedral's historic links to the transatlantic slave trade and British slavery in the Caribbean. The Chapter seeks to understand this part of the Cathedral's history, which is always in danger of being hidden or denied, and any legacies (financial, social, spiritual or otherwise) that still endure into its present as a consequence of this history.

Further details of the Cathedral's life may be found on the website at [www.wellscathedral.org.uk](http://www.wellscathedral.org.uk)



# Safeguarding

Wells Cathedral is committed to the safeguarding and protection of children, young people and adults. We carefully select, train, and support all those with any responsibility within the Church, in line with Safer Recruitment principles.

This means that we:

- Ensure that our recruitment and selection processes are inclusive, fair, consistent, and transparent.
- Take all reasonable steps to prevent those who might harm children or adults from taking up, in our Cathedral, positions of respect, responsibility or authority where they are trusted by others.
- Adhere to safer recruitment legislation, guidance, and standards.

Further information can be found in the Safeguarding area of the Cathedral website:  
[www.wellscathedral.org.uk/safeguarding](http://www.wellscathedral.org.uk/safeguarding)

Members of Chapter need an Enhanced Disclosure and Barring Check (DBS) and they will also need to complete a Confidential Declaration Form as part of the recruitment process. This form is strictly confidential and, except under compulsion of law, will be seen only by those involved in the recruitment/appointment process and, when appropriate, the nominated safeguarding lead or someone acting in a similar role/position. All forms will be kept securely in compliance with the UK General Data Protection Regulation within the Data Protection Act 2018.


Successful candidates are required to complete Church of England safeguarding training as part of their induction and thereafter every three years.







**WELLS**  
CATHEDRAL

Follow us:

 wellscathedral

  wells\_cathedral

[www.wellscathedral.org.uk](http://www.wellscathedral.org.uk)

Wells Cathedral is a Registered Charity no. 1207269