

# CATHEDRALS AND THEIR COMMUNITIES

A report on the diverse roles of cathedrals  
in modern England



Department for  
Communities and  
Local Government



# Contents

Foreword	3
Bridging Communities	6
Helping refugees	7
Supporting the vulnerable	7
At the heart of communities	8
Cathedral Economies	9
Bringing in the crowds	10
Events big and small	11
Cathedrals on screen	13
A home for business	14
Cultural Heritage	15
Architectural splendour	16
Heritage sites	17
Cathedral treasures	17
Conclusion	18

# Foreword

When I became Minister for Faith in the Department for Communities and Local Government, I decided to set out on a tour of all 42 Anglican cathedrals to celebrate their great work and better understand their role in today's society.

Ahead of the tour, I fully expected to hear that cathedrals face many challenges and struggles. While Britain remains a Christian country, we hear too often of declining congregations, financial problems and fading relevance across our cathedrals.

I couldn't have been more mistaken. I was struck by the vibrancy and creativity of the teams running England's cathedrals and how chapters are tackling challenges at all levels. From Bishops to Deans, from communications professionals to administrative staff, I feel at the tour's close that our cathedrals are in very safe hands.

The evidence is clear. A 2016 report by the Church of England has shown that England's cathedrals are attracting more worshippers and diversifying towards new activities and programmes to meet the changing needs of their communities. It is inspiring to see how cathedrals have built upon their traditional congregations in recent years as they engage with our country's diverse communities. Examples include Liverpool's thriving Farsi language services for the city's Iranian community and Christ Church Oxford's vibrant congregation of international university students.

This is just one part of the story. While cathedrals are maintaining Christian worship at the heart of what they do, I have experienced first hand the range of events, services and other activities they provide. Clergy spoke of the importance of diversification, but this fails to encompass the sheer variety of projects that cathedrals are involved in. From hosting local business interest groups, to lectures by leading academics, it is encouraging to see that such successful endeavours are being replicated across the cathedral network and I hope that this report will further encourage the sharing of bright ideas.

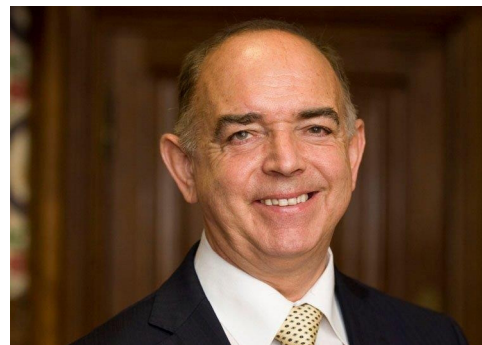
Tourism is a major source of support for cathedrals and it was fascinating to see how cathedrals balance the needs of worshippers with their position as cultural centres. Cathedrals off the beaten track are increasing visitor numbers through creative campaigns and social media. I was impressed to learn that cathedrals like Blackburn were at the heart of regeneration projects beyond their own walls, working to bring visitors to the town and boost the local economy.

As Minister for Faith, I was most keen to learn what cathedrals do in and for their local communities. On every visit I found excellent examples of their commitment to social justice, interfaith relations and pastoral care. Indeed, visiting other places of worship during the tour, I was struck by the close partnerships they often had with their local cathedrals. I came away with the impression that our cathedrals are a source of strength, collaboration and comfort for all of our communities, regardless of faith or background.

This report summarises the findings from the tour and champions the excellent work of cathedrals across England. I would like to thank those who welcomed me along the tour. Cathedrals are homes for our diverse communities, drivers of tourism and local economies and bastions of England's heritage.

I hope that this report inspires us to consider the many roles of cathedrals in our lives today. I encourage everyone to take the opportunity to step inside their local cathedral, or perhaps even set off on a tour of their own. It won't disappoint.

Lord Bourne of Aberystwyth  
Minister for Faith,  
Department for  
Communities and Local  
Government





As Chair of the Association of English Cathedrals, I am glad to be able to add a few words of support for Lord Bourne's report. All cathedrals will be grateful to the Minister for Faith (and his team), for the opportunity to give an account of the work each of us undertakes and the different roles each of us plays.

Cathedrals have two over-riding sets of responsibilities: internally within the Church, we are centres of daily worship and prayer, gathering places and hubs for our Dioceses. Externally, within our communities and nation, we welcome millions of visitors each year, steward key heritage assets and historic collections; we provide open access for personal reflection and we engage in a round of public conversations and events about human well-being and flourishing. These are backed by a range of social enterprises, initiatives and acts of service.

More generally we like to be 'oases of delight'; places where beauty can be heard and seen, savoured and absorbed. We play an iconic part in many cityscapes and we are glad to have the trust, respect and support of a large cross section of our fellow citizens.

Lord Bourne has undertaken an energetic programme of visits and conducted searching conversations across all English (Anglican) cathedrals. I am delighted that he finds so much to praise and endorse. Clearly in today's culture, we cannot rely on past glories and past achievements, but getting the right balance of companionable contemplation, engagement, action and delight in beauty, decisively charts the way for us and guides the contribution we can make now and in the future.

The Very Reverend Adrian Dorber  
Chairman of the Association of English  
Cathedrals  
September 2017



# Bridging Communities

Cathedrals sit at the heart of many communities across England, not only as buildings often at the centre of urban hubs but also playing a key part in bringing their local communities closer together.

Across the country, cathedrals are working hard to encourage more people to step inside and make use of their buildings as a part of their local space. The tour highlighted many great examples of how cathedrals can be hubs for community life – from helping the homeless to promoting interfaith dialogue.

The tour showed that cathedrals' drive towards engaging with the whole community and their commitment to social justice is tied very clearly to the Christian faith. Faith made manifest in a huge number of projects to encourage social integration, to provide a roof and a meal for the homeless and to inspire young people to engage with their local history was, in our view, the most inspirational thing we saw on the tour.

## Interfaith work

Britain is made up of a vibrant patchwork of different faith communities. Cathedrals occupy a crucial position within this, playing as key a part in shaping our society today as in the past.

At the heart of cathedral practice will always be the Christian faith. It was fascinating to see how Deans and other members of the clergy engaged with other faiths through the Christian values of hospitality and openness.



Liverpool Metropolitan

Nurturing strong interfaith dialogue is perhaps one of the greatest roles cathedrals have in our communities today. Interfaith projects bring communities together to celebrate the things they have in common – often a love of sport, art or food. There were so many great examples of this along the way, from the Blackburn interfaith flower show to Norwich's interfaith choir and the Chelmsford Cathedral and Chelmsford Mosque cricket match.

In some areas, we followed in the footsteps of interfaith tours organised for students to visit the many beautiful places of worship on their doorstep.

Liverpool Metropolitan Catholic Cathedral for example engaged with [Interfaith Week](#) to host part of a faith tour with Edge Hill University students.

Links between faith leaders proved strong in many areas. From Portsmouth to Peterborough, from Lichfield to Norwich, it was evident that local faith leaders were closely connected, often working together to share understanding through interfaith forums, conferences and events. Coventry Cathedral, for example, hosted a [Big Iftar](#) in 2016 – hopefully the start of a tradition in years to come.

The tour also spanned devastating terrorist attacks in Westminster, Manchester, London Bridge and Finsbury Park and cathedrals played a leading role in their communities during these times of tragedy.

Through testing times for our faith communities, cathedrals have been beacons of support. Southwark Cathedral sought to be a place of healing for the whole community, arranging a 'Service of Hope' on their reopening; Westminster Abbey offered refreshments to those evacuated from the Houses of Parliament following the Westminster attack; and the strength and unity of the community response at Manchester Cathedral was overwhelming. The Bishop of Manchester's Faith and Community Leaders Group joined the tour in Manchester Cathedral, including representatives from Jewish, Muslim, Christian, Hindu, Jain, Sikh, Zoroastrian and Buddhist faiths, coming together to support victims and their community.

## Helping refugees

Providing help to the vulnerable, cathedrals have an enormous impact on the communities they serve.

When the [Community Sponsorship](#) scheme was first launched in 2016, the Archbishop of Canterbury was the first to welcome a Syrian family to the UK in Lambeth Palace.

At Durham Cathedral, the Bishop highlighted the Anglican Church's commitment to helping refugees and, visiting Carlisle and Hereford Cathedrals, this dedication was evident. At Carlisle, the cathedral was excited to welcome their first Syrian refugee families to the city in partnership with the local authority and local community groups. In Hereford, we had a chance meeting with a refugee family visiting the cathedral to thank them for their support in providing English language lessons.

## Supporting the vulnerable

Britain should be a country that works for everyone, including the most vulnerable in our society. Cathedrals are vital in the support they provide



to the homeless, opening their doors to provide support services, shelter or just a warm place for a cup of tea.

In Newcastle, one of the Cathedral's famous Street Pastors joined the tour – one of many volunteers who regularly patrol the streets of the city centre in Newcastle to help those who find themselves vulnerable or marginalised.

No one should be in a position where they have to sleep rough. This Government aims to halve rough sleeping over the course of the parliament, and eliminate it altogether by 2027. Visiting each of England's 42 cathedrals, the energy that cathedrals put in to raising awareness of this problem was evident. In November, we visited Southwark Cathedral just before their annual sleep out to highlight the issue of rough sleeping. It is our hope that, by 2027, this will no longer be necessary.

Visiting Sheffield Cathedral alongside Lord Bird, founder of the Big Issue, was an opportunity to celebrate the Homelessness Reduction Act as well as the role of cathedrals in helping those experiencing or at risk of homelessness. There, we heard about the Archer Project, a service run by the cathedral to work with homeless and vulnerable people to help them find ways out of homelessness and exclusion.



Southwark Cathedral

The project started off small, with the congregation providing meals for the city's rough sleepers. At present, the cathedral boasts a suite of rooms – a kitchen, a computer room and even a doctors' and dentists' surgery – to help rough sleepers and the homeless stay well, find a permanent home and rebuild their lives. We would suggest that other places of worship, including cathedrals, should take the Archer Project as an exemplar of what can be done with a committed congregation and a drive to help the most vulnerable in the community.

## At the heart of communities

Throughout the tour, the variety of community services offered by cathedrals shone through, with many adapting their services to support the changing needs of their local areas.

This diversity of activities ranged from Ely Cathedral's children's centre to Carlisle's community café and Southwark Cathedral's place for prayer for those living with HIV/AIDS.

Cathedrals work with local schools and visitors to bring young people into the cathedral space to learn more about their architecture, history and role. Around the country cathedrals are working hard to make their communities feel that the cathedral is a place for them, regardless of their faith or background.

Durham Cathedral was particularly innovative in their creation of a visitor's backpack for children to guide them in exploring different parts of the cathedral. Lichfield also was embracing modern technology to develop an app to make the St Chad Gospels more accessible for visitors.

Connecting to their local areas in so many different ways, cathedrals remain firmly at the heart of local life. By visiting each cathedral and seeing the different communities they serve, I was fortunate to get a snapshot of how vibrant our cathedrals are as part of their local areas.

## Cathedral Economies

It is hard to speak about the role of cathedrals in modern Britain without talking about the question of resources. Church of England leaders have been transparent with both the public and Government about the issues they face. While our cathedrals are guardians of Britain's architectural and religious tradition, maintaining these beautiful buildings does not come cheap and the running costs of many cathedrals run into the thousands of pounds a day.

Cathedral staff are leading positive work to tackle these problems head on. We found endless examples of heroic efforts on the nave floor to maximise resources while keeping Christian worship at the heart of what cathedrals do.

Efforts to bring in visitors have an impact far beyond the cathedral doors. We also encountered – most strikingly in Blackburn and Bradford – cathedrals driving regeneration in town and city centres by collaborating with local authorities, developers and the local community. This epitomises the changing role of cathedrals in modern Britain and how they are embracing innovation to benefit their local communities.



Bradford Cathedral

It is clear that Christian worship is still at the heart of what cathedrals do. Research carried out by the [Theos and the Grubb Institute](#) found that even those who do not have a religious belief experience cathedrals as spiritual places, embodying the history and tradition of the faith in their local area. Exciting events and projects do not take away from the spirituality of a cathedral but rather expose more people to it. For example, tourists visiting Exeter Cathedral were asked to pause for prayer as a moving reminder of the building's purpose as a Christian place of worship.

There is a real need for cathedrals to share their bright ideas with others and we would encourage cathedrals, particularly those that are successful, to continue to do so. This is already part of the daily lives of cathedral chapters up and down the country, and there is a natural spread of ideas as clergy move from chapter to chapter. We hope that the following examples will serve as an additional inspiration on how to boost cathedral economies.

## Bringing in the crowds

During 2016, more than ten million people visited Church of England cathedrals and Westminster Abbey.

Cathedrals are clearly crowd pleasers, bringing in domestic and international tourists in large numbers. It is clear that many cathedrals work hard to attract tourists, whether through translating materials into different languages, like St. Paul's who have multimedia guides available in 11 languages, or by building a cosy café within the cathedral grounds.

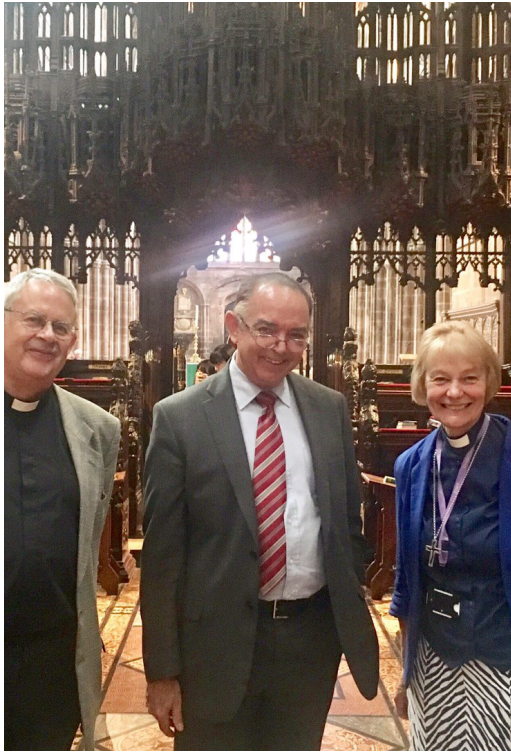
There are some important decisions to make when considering a cathedral's draw to visitors. Perhaps the most contentious is charging visitors for entry. As it stands, just nine English cathedrals charge for entry, most of which are premier tourist attractions in their own right, and it is important to note that all cathedrals provide free access to those who want to worship within.

We shouldn't be quick to criticise these cathedrals for charging visitors – each has its own costs and resources and larger buildings in particular can be difficult to maintain. Charging for entry can be used to preserve the fabric of buildings,





maintain traditions at risk of disappearing or simply keep the lights on in difficult times. For the most heavily visited cathedrals, charging can be a necessary measure to manage visitor numbers.



However, there are also cases where charging has not automatically increased the income of cathedrals. Chester Cathedral decided to do away with entry fees as the team found that it dissuaded people from entry. Instead of charging, the Dean decided that volunteers should be trained to inform people about the cathedral and encourage them to donate. A combination of an exciting series of events and free entry has since sent visitor numbers soaring. The cathedral now brings in more income than when they were charging for entry.

Chester's chapter also holds an internal meeting every week to review the books, keeping a constant tab on the cathedral's many activities and providing an opportunity to amend any plans. Chester's decisions do not fit

every case but may be useful to consider for those cathedrals that are off the main circuit.

Other cathedrals are making the most of exciting assets to bring in tourists from other parts of the country. In Leicester, the discovery of the remains of Richard III underneath a car park opposite the cathedral led to construction of a new visitor centre and gardens. Richard III has now been reinterred inside the nave, with a tomb stylishly combining the traditional and modern. A resultant growth in interest in the cathedral has allowed it to fund much of the building work and is organising an active events programme for worshippers and visitors alike.

## Events big and small

It is important that cathedrals balance the needs of tourists and locals. Winchester, Salisbury and Liverpool highlighted how putting on events targeted towards locals, from Christmas markets to school visits, has been important in building relationships with the whole community. Many Deans spoke of the 'threshold' problem, where locals might hesitate to visit their local cathedral even while tourists may flock inside.

However, due to the increasing popularity of cathedrals as a space to hold a wide range of events, exhibitions and other functions, locals are becoming more comfortable with using the cathedral as a part of their community space.

Lichfield Festival is an annual arts festival that takes place in the city centre. The festival was founded in 1981 by John Lang, the previous Dean of Lichfield. Over the years, the festival has forayed into a wide range of art forms, including comedy, drama and a variety of musical performances. The cathedral is the main setting for performances and the highly successful Festival Market is situated outside its doors. Over time, Lichfield Festival has grown into the most important event in the calendar and without the hard work and vision of the cathedral's Dean it might not exist.

Durham has been particularly successful in organising events for local school children. The team created backpacks for visiting children and school parties encouraging them to track down hidden features within the cathedral, with a particular focus on the treasures of St. Cuthbert and other relics on display. This has not only helped structure school tours but serves as an incentive for younger visitors to come with their families.



Lichfield Cathedral

Chester, Liverpool and Chichester have all put modern art works on show. Some, like Liverpool's are permanent whereas Chester and Chichester have worked with various art curators to borrow internationally renowned sculptures and paintings. In Chester, the curators spent a number of days inside the cathedral to match artworks with architectural features – in one example, a statue of a cat was next to a wall complete with an ancient carved mouse.

Featuring modern art in a cathedral setting is again a question of balance. The content of many pieces can be controversial, the works may not fit every member of the congregation's taste, or some may feel that they clash with the existing traditional architecture. Liverpool's Dean spoke directly about some of these problems but felt overall that the works of art attracted people into the space. Chester's Vice Dean had an unusual solution to this problem – attaching Bible verse to the more controversial statues on display. Pieces like Damien Hirst's sheep now conveyed Christian teachings, linking faith directly to art.

Cathedrals have always been a cultural force in cities and towns across the country, but are also vibrant and flexible spaces that can be transformed for all manner of events. It is important that cathedrals balance the needs of their congregations alongside this but there was a sense that most got the balance right for the benefit of all.

## Cathedrals on screen

Given their architectural heritage, it is unsurprising that English cathedrals have long featured as a backdrop in film and television. Possibly the film series that has taken most advantage of cathedrals is Harry Potter. The beautiful architecture that provides the setting to many a magical scene can be found in the cloisters, naves and vaulting of some of Britain's most loved cathedrals.

Scenes across all eight sequels were filmed in Durham, Gloucester and Oxford Christ Church cathedral. The big impact of Harry Potter on these cathedrals has not been the immediate financial benefits of having film crews in but the growth of tourism that has followed. The importance of the film series to British tourism is so great that Visit Britain have an [interactive map](#) for fans detailing where scenes were filmed.



The boost in visitor numbers that cinematic cathedrals can attract is certainly welcome but can also lead to questions. Cathedrals like Ely, known for its unique lantern, have been used in films and television programmes as diverse as Netflix's *The Crown* to recent sci-fi thriller *Jupiter Ascending*.

While filming has certainly boosted Ely's visibility and brought in tourists to the small towns on the Fens, its popularity has to be carefully balanced with the needs of the congregation. Most clergy we spoke to suggested that limiting filming to a few days each week, keeping Sundays free for churchgoers, was the best solution. Cathedrals like Liverpool were also very good at keeping the public aware of any closures due to filming schedules.



Certain cathedrals, possibly because they're well known in the industry, tend to attract all the attention. We found no evidence that cathedrals perceived to have 'more history' were more popular but rather that it was important to convey an openness to this kind of activity, whether that's promoting filming on the cathedral's own website or contacting film producers directly.

## A home for business



Blackburn's Cathedral Quarter – the new heart of the city

In addition to looking at ways of generating new business and income streams, staff at cathedrals across England have recognised that they contribute millions to the local economy each year. It was estimated in 2014 by the [Association of English Cathedrals](#) that cathedrals bring in around £220 million in local spending per year and create over 5,500 local jobs.

Beyond bringing in tourists, England's cathedrals also contribute to local economies through procurement for repairs and renovation and can even boost local businesses by collaborating with local authorities and business owners themselves.

Birmingham Cathedral has for example developed a close relationship with the Colmore Business Improvement District (BID) in part to reduce crime and anti-social behaviour in the area and Ely Cathedral has gone a step further by providing space for local businesses to meet and share expertise in the form of [Ely Cathedral Business Group](#). Formed with the idea that the health of local businesses is related to the wellbeing of the

community, events include an annual Business Exhibition held in the cathedral and panel discussions on the local economy. The group have even set up a mentoring programme for young people, all thanks to the coordinating activities of the cathedral.

Blackburn is a prime example of a cathedral that has gone above and beyond in encouraging local growth. The Dean of the cathedral has developed a unique relationship with local business owners, the BID and council. Together they have successfully redeveloped the city centre area surrounding the cathedral and the cathedral grounds themselves.

The cathedral has been used as the focal point for the brand new 'Cathedral Quarter' with shops, a café, restaurants and office space. The quarter is just the first stage in Blackburn's regeneration with retail opportunities set to expand. Interestingly, the cathedral team remains involved in these projects in an advisory capacity. Bradford cathedral has also been involved in rebuilding the city centre.

The idea that cathedrals should play a role in promoting local business and regeneration is gaining traction with cathedrals, such as Salisbury and Chelmsford, who are following the examples shared by others. Whether a cathedral has interest in local business because it owns freehold or simply believes that a strong economy can make people's lives better, it is increasingly important for cathedrals to collaborate with their neighbours.

## Cultural Heritage

From Bradford to Bristol, each of the nation's cathedrals is unique and offers each of us a chance to experience our rich heritage first hand. All 42 Anglican cathedrals in England are listed buildings with 39 at Grade I and 3 at Grade II.

The cost of upkeep of these magnificent buildings can however be daunting. In recognition of this, the Government has offered significant financial support over the past 40 years to fund repairs for places of worship, including our cathedrals.

The First World War Centenary Fund has had an enormous impact for cathedrals across the country, enabling crucial restoration and maintenance works to be carried out. Between 2014 and 2016, £40 million was allocated for urgent repairs at 57 Anglican and Catholic cathedrals in England. The final projects will complete in spring 2018, in time for the centenary commemorations of the end of the First World War. The tour highlighted how central this support has been to keeping our cathedrals safe, open to the public and in a good state of repair, though the work of maintenance and routine repairs is a never-ending task for these complex buildings.

Cathedrals that are listed buildings are also eligible to apply to the £42m Listed Places of Worship Grant Scheme. The scheme, run by the Department for Digital Culture, Media and Sport since 2001, focuses on preserving our listed places of worship by providing grants towards VAT paid on repairs and maintenance.

## Architectural splendour

Cathedrals offer us all an accessible way into our country's history. From Ripon's Anglo-Saxon crypt to Basil Spence's twentieth-century architectural splendour in Coventry, we must treasure and protect our cathedrals as an important part of our history.

The Government recognises the scale of this task and the need to identify innovative solutions which can lead to improved sustainability for these buildings. In parallel with the work of this report, the English Churches and Cathedrals Sustainability Review was commissioned in 2016. It is expected to report to the Chancellor and Secretary of State for Digital, Culture, Media and Sport shortly, with a focus on the funding and sustainability of listed Church of England buildings.

All these repair and essential infrastructure projects, the most common being reroofing, seen in Carlisle and St Nicholas in Newcastle amongst others, are making sure that generations to come can experience their architectural history.

The scale of any renovation work for these buildings really hit home at Guildford. The tour visited the cathedral in the middle of extensive building work including a massive operation to remove asbestos-containing plaster from the inside of the nave. Remarkably, the cathedral remained open for visitors and worship throughout. The Fund has enabled cathedrals to carry out such essential renovation work, and the significant impact of completed works was evident.

Indeed, 12 cathedrals received more than £1 million each from the fund. In Lichfield, £1.49 million of funding had enabled stonework repairs and electrical



Guildford Cathedral



modernisation, bringing their lighting and wiring up to modern safety standards, enhancing the cathedral's architectural features and reducing the cathedral's energy consumption by 75%. Without the rewiring, the cathedral would have been uninsurable and would have had to close its doors.

The Government's First World War fund complements the very significant contribution of the Heritage Lottery Fund (HLF) to cathedral development projects. Cathedrals currently benefitting from HLF funding include Lincoln, Carlisle, St Albans, Gloucester, Salisbury, Worcester, Newcastle, Guildford and Canterbury.

## Heritage sites

Cathedrals are not just an important part of our religious heritage, but also our social and cultural history.

Some of the country's most significant documents, art and objects are on view in cathedrals across the country, often with free access. The largest known medieval map, the Mappa Mundi is on permanent display at Hereford Cathedral; copies of the original 1215 Magna Carta are housed at Salisbury and Lincoln Cathedrals, and Wells Cathedral is home to one of the oldest clock mechanisms in Britain.

Moving into the Tudor era, Katharine of Aragon has her resting place in Peterborough Cathedral.

Perhaps one of the most popular historical associations with a cathedral are the remains of Richard III. Since their discovery in 2012 and reburial in 2015, Richard III's tomb in Leicester has drawn thousands of visitors.

By visiting our cathedrals, we can gain a deeper understanding of our nation's history, whether in tracing the architectural history of our buildings from Romanesque to Modernist or following the stories of past figures like Shakespeare in Southwark, Oliver Cromwell in Ely, and Katharine of Aragon in Peterborough.

## Cathedral treasures

Indeed, our cathedrals provide access to a wealth of objects of historical and cultural importance and beauty – often with free access. They house many important artefacts, such one of four casts of the Reconciliation statue by Josefina de Vasconcellos in Coventry Cathedral.

Cathedrals have also been a natural home for art for centuries. When entering a cathedral, the visitor is struck by the wealth of beauty within its walls.

Stained glass windows – such as the Chagall window in Chichester and the Burne-Jones windows in Birmingham – draw in many visitors.

It is great to see that many cathedrals are working hard to make the most of their cultural and religious heritage. When the tour reached Durham Cathedral, the HLF-supported Open Treasure exhibition displaying the relics of St Cuthbert, one of Britain's earliest saints, was about to be opened to place these in public view in the medieval Great Kitchen.

Some were also harnessing technology to increase accessibility to the treasures they hold. Lichfield Cathedral was developing an app to guide visitors around the history of the Cathedral and help them to learn more about its history.

Alongside a focus on cultural history, cathedrals continue their support for the arts, and culture in the present day. The Lichfield Festival of Music brings varied concerts into the Cathedral, and Chichester offers space for modern artists to present their work.

## Conclusion

This report has highlighted the exceptional work taking place in cathedrals and their communities up and down the country. In the examples above we have seen cathedrals engaging proactively with the problems they face, engaging with the community, preserving heritage and providing support for the most vulnerable. Also clear is the continuing importance of cathedrals as bastions of Christian faith and spirituality.

It is not for this report to offer formal recommendations but rather suggestions of how the brilliant work of one cathedral could be replicated elsewhere. In that light, this guide can serve as a source of inspiration. The following three suggestions are particularly noteworthy:

### **Charging policy**

We understand why some cathedrals have charging policies in place, but it is worth considering the example of Chester who did away with charging have reported increased profits since, or Durham Cathedral which has pledged to keep its main space free to enter. For lesser-known cathedrals, creating an active programme of events and training of staff and volunteers in welcoming people can bring more people through the door and increase income.

**Using spare space**

The use of crypts and naves for events seems to be a fairly widespread practice but Sheffield cathedral has built a new space below the cathedral to help the city's homeless residents. This may not be feasible for all cathedrals but a project like this can really help turn people's lives around.

**Sharing excellent ideas**

There are good networks between cathedrals, whether that's through formalised meetings and conferences or through the movement of staff from one town or city to the next. However, we suggest there's always room to build better connections both with other cathedrals, with other faith bodies and with local museums, charities and local authorities to learn about how they approach similar problems and opportunities.

Finally, the Department of Communities and Local Government would like to thank all the cathedrals we visited for their generosity and dedication to this tour and the Church of England for making the tour happen.





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Department for Communities and Local Government  
Fry Building  
2 Marsham Street  
London  
SW1P 4DF  
Telephone: 030 3444 0000

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