

ROLE DESCRIPTION

Lay Member of Chapter

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Volunteer role:	Lay Chapter Member with designated lead responsibility for Commercial Operations
Team:	Chapter
Appointed by:	The Chapter of Chichester Cathedral with the approval of the Bishop of Chichester
Date of completion:	June 2026
Term:	Chapter members are appointed for an initial three-year period and may be reappointed for a further three years.

1	Role purpose
	Lay Chapter members are effectively the Cathedral's trustees and play a vital part in the governance and strategic leadership of Chichester Cathedral. They share collective responsibility for ensuring that the Cathedral is run in accordance with charity law, the Cathedrals Measure, and best practice in charitable governance. Trustees are required to act in the best interests of the Cathedral, to safeguard its assets and reputation, and to ensure its long-term sustainability. Chapter members oversee the life of the Cathedral as a place of Christian worship and furthering its pastoral work and evangelistic outreach. As trustees, they work collaboratively with Chapter colleagues to steward the Cathedral's mission, heritage, people, and resources. Their purpose is to help ensure that the Cathedral is governed effectively, operates with integrity, and remains sustainable for future generations. They contribute to shaping the Cathedral's long-term strategic direction, ensuring that its activities align with its Anglican purpose and values. Lay Chapter Members also provide oversight of compliance with legal and regulatory obligations, support effective risk management, and uphold best practice across safeguarding, financial stewardship, and organisational culture. In fulfilling this role, they act as ambassadors for the Cathedral, bringing insight, challenge, and support to help the organisation thrive.
2	Responsibilities of Chapter Members
	Lay Chapter Members work collaboratively with other Chapter Members and colleagues to: • promote the Cathedral's role as a centre of worship and mission, serving the diocese and wider community; • provide strategic oversight and establish clear governance to enable the Cathedral to achieve its vision and purpose through appropriate activities and use of resources; • ensure that robust systems are in place for risk management, internal controls, safeguarding, health and safety, and regulatory compliance; • help assess potential risks to the Cathedral and ensure that they are appropriately mitigated; • promote the Cathedral's Anglican identity and values; • monitor the Cathedral's performance [financial, operational and missional] against agreed plans, budgets and key indicators; • ensure financial stability, overseeing the integrity of financial information and ensuring that financial controls and management are appropriate and robust; • act as ambassadors for the Cathedral, protecting and enhancing its reputation, public benefit and charitable purpose.
3	Specific Tasks undertaken by designated lead for Commercial Operations
	• Provide oversight for commercial operations ensuring appropriate integration into our strategic planning and alignment with the Cathedral's mission;

	Support the development of the Cathedral's opportunities for income generation from our commercial operations, balancing that against our unique position as a place of worship and a centre for Christian mission
4	Key relationships
	- Lay and Clerical Chapter colleagues in order to contribute to collective leadership, governance and decision-making. - Cathedral employees, volunteers, and other stakeholders in order to maintain effective relationships, understand any issues or concerns and to represent Chapter as appropriate. The designated lead for Commercial Operations will also have specific key relationships with: - Lay, executive and clerical colleagues, as appropriate, to develop the Cathedral's opportunities for income generation from our commercial operations; - Directors of the Chichester Cathedral Enterprises Ltd Board to maintain and develop an effective relationship on behalf of the Chapter.
5	Specific requirements
	The Cathedrals Measure requires that Chapter Members are communicant members of the Church of England or of another church which subscribes to the doctrine of the Holy Trinity. All new Chapter members are required to undertake formal induction at the Cathedral and to attend The Association of English Cathedral's in person Chapter Training: <i>An introduction to Cathedral Governance</i>. Chichester Cathedral is committed to following best safeguarding procedures and practices to protect children and vulnerable adults. It is therefore an essential requirement that all Chapter members complete relevant safeguarding training and any other relevant online training including on GDPR.
6	Skills and experience
	Lay Chapter members will ideally have: - the ability to operate at board or senior governance level, offering independent scrutiny, challenge and assurance; - the aptitude to understand the complex workings of a Cathedral and its associated functions and be able to contribute to the development of our strategic plans; - excellent communication skills in particular the ability to listen, articulate their point of view clearly and to support effective decision-making; - the capacity to understand, summarise and analyse reports, data and other information in order to facilitate effective decision-making;

	• a collaborative team-focussed approach with the ability to engage constructively with a wide range of people; • confidence in offering constructive challenge and sharing their views where appropriate. The designated lead for Commercial Operations will also have: • Commercial operations experience in either property, hospitality or retail, ideally obtained within a similar environment; • Experience of working with or managing volunteers and an appreciation of the value of the volunteer gift of time, experience and hospitality.
6	Commitment
	Chapter meets 6 or 7 times a year and these are, ideally, in-person meetings held at the Cathedral though we can usually accommodate online participation. These meetings are generally up to three hours long and members are also required to prepare in advance. One of the meetings is reserved to include a full day "Away Day" which is usually held at another location. Members of the Chapter are invited to worship at all major services throughout the year and have a ceremonial role, robing and processing as part of major services. Members of Chapter may also be invited to contribute through membership of other sub-committees or advisory panels dependent on experience and availability.