

Cathedral Administration and the Administrator in the 21st Century

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Introduction

This paper has been produced as a discussion paper for Chapters considering the role of the administrator in their cathedral, perhaps at a time when a new appointment is contemplated. It is also a useful guide to the administrator role for others involved in cathedrals, such as members of those groups which together form the Body Corporate of a cathedral.

The Howe Commission into cathedrals, established by the Archbishops in 1992 to 'examine the future role in Church and nation of the cathedrals of the Church of England and to make recommendations as to how best that role could be fulfilled, including proposals for their government and support', and which issued its report, *Heritage and Renewal*, in 1994, recommended, among other things, that all cathedrals should have an Administrator. The Commission recognised that increasing demands on cathedrals required them to bring on board the requisite professional management skills to ensure that cathedrals developed and flourished in a changing environment. The Commission's recommendation was duly noted by the Archbishops and resulting legislation, the *Cathedrals Measure 1999*, included a requirement for all cathedrals to appoint an Administrator.

A. Background & Need

The complexity of a cathedral

A cathedral is not a quiet, cloistered place with its own slower pace of life somewhat disconnected from mainstream activities; it is a highly complex, hugely busy, multi-functional organisation that interacts with a great many people.

Its primary purpose is for daily worship and this primary function continues day-in, day-out on every day of the year. However, in addition to this continuation of the task for which it was built, there are many other inter-relating or sometimes mutually exclusive activities going on in and around the cathedral. These can include concerts, lectures, degree ceremonies, pilgrimages, exhibitions, educational activities, study, music, historical and architectural interests and, of course, tours and visits.

All these activities are important and a cathedral should be both willing to and capable of hosting and/or facilitating them. Several may be taking place in any one week or on any one day and there can be different activities going on in different locations in and around the cathedral and its precincts at the same time. The cathedral seeks to be open and welcoming to all and, within limits, to accommodate the many different uses people wish to make of it.

Hence the cathedral is not only complex, it is busy and it offers a real breadth in what it can provide for the wide variety of people who wish to visit it or make use of it.

Scope

A cathedral is often in the centre of the city; it is a focus for local and regional events because of its size, location and ethos; it is frequently the largest building for miles around and it is a magnificent piece of architecture. It is generally a tourist attraction as well as a place of pilgrimage. It is a sought-after venue for concerts, the ideal setting for a wedding and the place to which everyone turns in the event of a national disaster or a countrywide celebration.

A cathedral is noted for the excellence of its music, and it is one of the few institutions that continue to uphold the English Choral tradition. It is a centre of excellence for liturgy and preaching and the mother church of its diocese. It is known for its welcome. Where the architecture is magnificent,

repairs and maintenance have to be of the highest quality. The cathedral has huge scope for providing education for all ages, not just in a limited classroom sense but as a whole learning space. It has scope for providing access to all who come, again not just as physical access to a beautiful building but in terms of intellectual, spiritual and personal access.

A cathedral is usually blessed with a dedicated staff and a splendid team of volunteers and is capable of providing this range of activities, and more. The range of activity is now greater than at any time in its history. A cathedral is at the forefront of mission.

Balance

Because of its complexity and the range of activities and the varying communities that relate to the cathedral, it is vital that a balance is maintained. The cathedral's primary purpose is to be a place of Christian worship but it has many other purposes, hosting many concerts and events although it is not a concert hall, welcoming tourists although its primary function is not as a heritage attraction, and acting as a resource for teaching, from architectural students to Reception classes as it can be used in conjunction with many aspects of the school curriculum such as art, history, design, religious studies, and literature.

Of course, some activities within a cathedral do not sit comfortably with others. Examples include organ tuning (a very necessary regular occurrence) with guided tours; vacuum cleaning (another very necessary regular occurrence) with prayer pilgrimages; a full orchestral rehearsal with a primary school activity day in the nave; organ practice with almost anything else, and of course, much of the busy life of the cathedral with private prayer. A cathedral must be able to balance and manage all its activities, whether in-house or as part of its open access policy. It is essential that an organisational balance is maintained.

Modern expectations

Cathedrals must comply with an ever-increasing raft of laws and codes of practice. Not only have regulations been put in place that govern working practices and environment but modern living has created expectations of those who work within a cathedral and by those who visit and use it. The cathedral seeks to be a good employer and therefore must recognise employee expectations: it seeks to meet the expectations of its increasingly demanding visitors as part of its mission: it seeks to provide accessibility and learning opportunities to an ever wider audience.

Increased cathedral usage

A cathedral is not simply a heritage attraction which operates as a church on Sundays and special days. Cathedrals seek pro-actively to carry out their mission, by welcoming all and seeking to enable them to experience God. Increased cathedral usage has come about because people, living not only in this country but also abroad, are more affluent, have more leisure and have greater access to travel facilities. Increased usage places greater strain on resources and space and facilities, and there is a continual search for ways in which to accommodate and facilitate all those who wish to use the cathedral.

Greater visitor numbers

Cathedrals are not only being used for services, pilgrimages, concerts, recitals, lectures and other events, but are often being visited as tourist attractions. Visitor numbers may rise as awareness of what cathedrals have to offer and recognition of spiritual needs increase. Greater visitor numbers require greater maintenance, greater (and better) facilities and greater organisation.

Inability to provide fulfilment

A cathedral can struggle to fulfil its mission and meet all the needs of its various communities. Welcome can be impaired by a lack of proper interpretation and inadequate shop, restaurant and education areas because of space restrictions. There is a risk that a cathedral will be unable to provide a fulfilling experience to those who come, and thereby only do part of its job. It is essential that Chapters recognise and take action to minimise this risk.

Danger to musical heritage

Pressures of space, time, finance and legislation are taking their toll on the ability of cathedrals to maintain at high standards the musical inheritance of centuries. Only in cathedrals and a few of the larger parish churches does the unique English church choral tradition flourish. Modern day pressures are beginning to make that heritage vulnerable.

Legislation

The Children Act has brought pressures relating to the care of child choristers, who practise and sing in the cathedral daily, as well as to the care and attention necessary for the thousands of children that come on visits, tours, special days, and to participate in a whole variety of events.

Health & Safety Acts and other legislation affecting workplaces and places open to the public have had an impact on many aspects of the life and work of a cathedral. Kitchens and eating areas must conform to current regulations; specific hygiene rules have to be observed; emergency procedures must be in place. Not all the requirements of current legislation are readily or easily achievable in cathedral environments, particularly listed buildings.

There are also the requirements of the Disability Discrimination Act where venues used for the provision of a service or gathering of the public must be accessible to all, at least for that occasion. This means ready access for disabled persons of all and any sort, including wheelchair users, as well as the able-bodied. This is a challenge for cathedrals of any age.

Cathedrals and all they offer are increasingly under pressure. The opportunities presented and the additional burdens faced can best be dealt with by professional management. The role of an Administrator is to be an enabler, maximising the use of resources, in terms of staff, time, energy and money, to assist in the delivery of the cathedral's mission. The Chapter has responsibility for directing the life of the cathedral and achieves this by placing its members and members of the staff team in positions where they can use their skills, strengths, abilities and interests for the good of the cathedral.

B. Cathedral Administration – guidelines and good practice

Management

The Cathedrals Measure 1999 (S4(8)) states that ‘it shall be the duty of the Chapter to direct and oversee the administration of the affairs of the cathedral’. Whatever the size or type of cathedral i.e. large, small, parish church cathedral, old foundation cathedral, new foundation cathedral, etc. there are common functions and the opportunity to share good practice, including in the areas of policy and executive operation.

In cathedrals these both have a religious dimension (to include services, theology, pastoral care, etc.) and a secular one (including Health & Safety, legislation, finance, HR, organisation, diary, etc.)

Under the Cathedrals Measure 1999

- cathedrals are run by their Chapters
- all cathedrals must have an Administrator
- the Administrator may be a member of Chapter

The Chapter is responsible for all aspects of cathedral life, from ordering the worship and promoting the mission of the cathedral to managing all property vested in the cathedral and the resulting income to maintaining the cathedral church and other buildings in good repair. It is required to consult with the bishop, seek the advice of the Cathedral Council on various matters and keep the College of Canons informed about the work and financial status of the cathedral. Chapter members are fiduciaries for the body corporate, which is the members for the time being of the Council, Chapter and College of Canons, and are required to act in the best interests of the cathedral at all times.

Policy

Chapter is responsible for all cathedral policies, whether by agreeing policies whilst acting as a body, or by establishing a policy framework within which individual policies are determined by those delegated with the task.

Executive Function

The Chapter cannot undertake to carry out all aspects of cathedral life. In respect of general administrative, finance and trading activity, once policy has been decided good practice requires the *executive function* to be carried out by a professional manager. In the 21st century there is a multiplicity of specialist knowledge and experience, external influences, laws, regulations and codes of practice that require the experience and expertise of professional management. A Chapter best discharges its fiduciary responsibilities by ensuring that the cathedral’s operations and finances are managed with the appropriate level of skill and experience.

‘Personnel management’ is very different from ‘pastoral care’ and requires different skills, training and experience. Clergy are often very skilled practitioners in pastoral care but not necessarily skilled or experienced in line and personnel management.

The Cathedrals Measure envisages a professional Administrator, skilled and experienced in general management and given the necessary level of support and authority to do his/ her job effectively, as the best way of discharging the obligations set in the Measure.

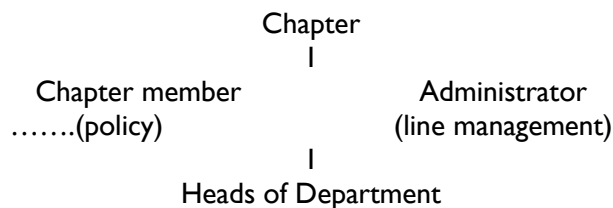
Management structure

The Chapter must determine the best management structure for its cathedral, establishing clear lines of management, determining roles and delegating responsibilities and accountability appropriately.

Some cathedrals operate a system of dual management successfully, separating policy oversight from line management.

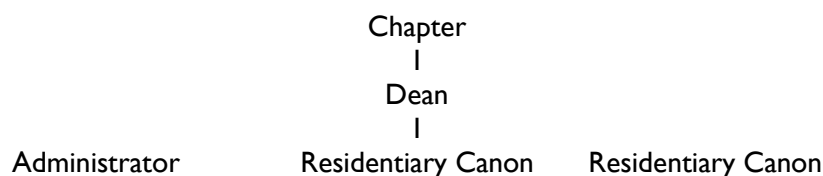
- **Oversight** (policy management) - by a Chapter member (clergy or lay).
- **Executive operation** (line management) - by the Administrator through Heads of Department.

Hence the structure is:



The Chapter allocates responsibility for policy oversight of the different areas of its work to Chapter members. The Administrator is charged with responsibility for all actions and resources necessary to achieve the policy objectives and is assisted by a number of Heads of Department. The Chapter member with policy oversight and the Administrator work together to ensure that the Chapter's vision and mission are realised. The Heads of Department should be professional people with expertise in their particular area of responsibility such as Finance, Education, Music, Property Management, Commercial Enterprise, etc..

Other cathedrals have a different management structure: the only Chapter members with executive responsibility are the Dean and Residentiary Canons, and the Administrator, if a member of Chapter. Other Chapter members have a non-executive role and are not involved in the policy management or day-to-day running of the Cathedral, but share responsibility equally with the executive members. In these cathedrals, the Dean may be charged with overall responsibility for realising the Chapter's vision and mission and be supported in his/ her work by the Residentiary Canons and the Administrator:



In this model, responsibility for policy (if delegated by the Chapter) and delivery in the various areas of the cathedral's work will be divided among those supporting the Dean, for example, the Canon Precentor may be Head of the Liturgy Department, the Canon Pastor be Head of the Pastoral and Education Departments and the Administrator be Head of Administrative, Financial and Trading Departments.

Training

The training provided by the AEC for Chapter members, both clergy and lay, offers an overview of cathedral life, covering topics such as corporate worship, finance, care of the fabric and Chapter responsibilities, and explains how the administrative function fits into the total picture. Nonetheless, as many Chapter members have no experience of the complexities of cathedral life, it is helpful if cathedrals can arrange for additional training, particularly in the areas of leadership and management.

a) leadership training

Due to the fiduciary nature of the role of Chapter, it is very important in this day and age for Chapter members to be able to fulfil their leadership roles, and they should receive appropriate training.

b) understanding of management

It is important for Chapter members to have a broad understanding of the context within which the cathedral operates and the management processes involved in running a cathedral. These include areas such as:

- Legislation: Cathedrals Measure 1999 and Care of Cathedrals Measure 1990 (as amended), employment law; the Disability Discrimination Act; the Health & Safety Act and COSHH regulations; Working Time Directives; Charity Law;
- Financial matters: budgets, maintaining books of account; management accounts, financial accounts and the Accounting Regulations; cash flow charts; VAT; Gift Aid; taxation; banking;
- Income generation: fund-raising; investment management; commercial activities;
- Management structures: organisation charts; reporting lines; appraisal;
- Personnel issues: pay structures; contract law; employment policies including grievance & unfair dismissal procedures;
- Fabric and building maintenance: roles of the FAC, CFCE & Local Authority Planning; liaison with English Heritage and amenity societies; tendering repair and building contracts; project management;
- Risk management: insurance; risk assessment.

Whilst lay members of Chapter may have been appointed for their skills and expertise in some if not all of these areas, clergy members would not normally be expected to be proficient. It is essential to have an *understanding* of what is meant by and involved in these management responsibilities.

C. The Person

Profile

The role of the Administrator is a complicated one and requires excellent interpersonal skills and sensitivity as well as technical knowledge and experience. The Administrator must excel in a team of clergy and lay and employed and volunteer staff.

It is important that the Administrator is:

- a Christian (some cathedrals may consider it necessary that the Administrator should be a communicant Anglican) and committed to the mission and ethos of the cathedral;
- capable of being responsible to the Chapter for the day-to-day running of the cathedral, its properties and estates, its departments, its finance and its budgeting, its employees and its volunteers; and
- a team player, working with clergy and lay Chapter members in a relationship of trust as well as relating well to employed staff and volunteers.

Responsibility

The Administrator is normally responsible to the Chapter through the Dean who acts as his/ her line manager. The Dean/ Administrator working relationship is an extremely important one and involves a significant level of mutual trust and understanding. The success of this relationship is pivotal to the effectiveness, or otherwise, of the whole cathedral.

It is important for the smooth running of the Cathedral that day-to-day executive decisions, under guidelines agreed with the Chapter, may be taken by the Administrator.

Administrator as a Chapter member

There are two governance models which cathedrals follow and which determine the relationship of the Administrator with the Chapter. The Cathedrals Measure 1999 allows for Administrators to be Chapter members, and, in drawing up their Constitutions and Statutes in accordance with the Measure, Transitional Councils were required to decide whether or not their Administrator should be a member of Chapter. Some Chapters have subsequently initiated changes to the membership position of the Administrator in their Constitutions and Statutes.

The more popular model is the charity governance model, whereby the Administrator attends Chapter, but is not a member. As charity trustees cannot receive remuneration for their roles as charity trustees, so a charity's Chief Officer (in cathedral terms, the Administrator), who is a paid employee, cannot be a trustee.

The other is the corporate governance model, whereby the Dean is both Chairman and Chief Executive of the Chapter (the Board of Directors) and the Administrator is effectively the Chief Operating Officer and is a member of the Chapter (as the Chief Operating Officer of a company is a Board Director).

As cathedrals are neither charities regulated by the Charity Commission nor companies, neither model is a perfect fit in the cathedral situation, but the models are representative of the thinking of the Chapter and how the Administrator's role is perceived.

The arguments in favour of the Administrator attending but not being a member of Chapter are:

- The Administrator is able to provide independent perspective and advice if he/ she is not a fiduciary.
- The Administrator is able to carry out the decisions and implement the policies of the Chapter differently than if he/ she were party to the decision making process.
- The Administrator, as an employee of the Chapter, is subject to different influences from Chapter members, and the employer/ employee relationship is best managed by the Administrator only attending Chapter meetings.
- Chapter is clearly accountable for policy, guidelines and the proper monitoring of executive functions.
- Mutual respect and understanding between the Chapter, Administrator and staff, who work together running the cathedral, is based on interpersonal skills and not on status.
- By attending Chapter meetings, the Administrator is privy to all discussions and aware of all aspects of cathedral and its community life.

There are some positive benefits to having the Administrator as a member of Chapter.

- He/ she is a fellow fiduciary, standing alongside other Chapter members in the full exercise of their responsibilities.
- The status of all senior persons within the cathedral is the same, whether the Dean, a full-time residentiary canon, another Chapter member or the Administrator.

- Chapter includes both policy and executive functions across the totality of the cathedral's operations.
- Staff who report to the Administrator know that they are relating to a Chapter member, so, for example, they may be more confident that their views and interests are being represented at the highest level. This may improve their morale.
- The Administrator participates in the whole life of the cathedral and its community.

At present, there is no evidence to suggest that one model is significantly better than the other in ensuring the best conduct of a cathedral's business.

Person Specification:

The Administrator will:

- be a Christian and preferably, but not necessarily, be a communicant member of the Church of England committed to its life and mission, and have some experience of its organisation
- have proven management and financial skills, probably gained by having held a senior general or financial management post
- have demonstrated excellent people management skills and a thorough understanding of good team work
- be a capable and efficient organiser
- have demonstrated an ability to contribute creatively to strategic planning
- be capable of careful and detailed working as well as being able to think laterally and see the bigger picture
- be reasonably knowledgeable about and familiar with the use of information technology
- be able to command the respect and confidence of Chapter
- be able to command the confidence, respect and loyalty of those reporting to him/ her
- be someone who is willing to take a full part in the life and work of the cathedral, the cathedral community and the wider community.

Although the Cathedrals Measure 1999 refers to the Administrator, the precise title can vary; many cathedrals have retained their historic role titles such as Receiver-General, Chapter Clerk or Comptroller. Using the title of 'Chief Executive' for the Administrator in a cathedral setting can create confusion about the function of the Administrator, the Chapter in general and the Dean in particular.

In respect of the role of the Administrator, cathedrals need to consider the implications of the Employment Equality Regulations 2003 which outlaw discrimination in employment and vocational training on the grounds of religion or belief and sexual orientation except where there is a Genuine Occupational Requirement¹. There is case to be made that the Administrator has an influence over the ethos of the environment and that excluding those who are not Christian and/ or Anglican is a proportionate means of achieving the legitimate aim of retaining the cathedral's Christian ethos.

¹ The Regulations (paragraph 7(3)) allow for exceptions to be made:

- where an employer with an ethos based on religion or belief applies a requirement to be of a particular religion or belief and, having regard to that ethos and to the nature of the employment or the context in which it is carried out, it is proportionate to apply that requirement in the particular case (the Religion and Belief Regulations); or
- where the employment is for the purposes of an organised religion and the employer applies a requirement related to sexual orientation: so as to comply with the doctrines of the religion; or, because of the nature of the employment and the context in which it is carried out, so as to avoid conflicting with the strongly held religious convictions of a significant number of the religion's followers (the Sexual Orientation Regulations).

D. Appointment process

The Administrator role is very important in the cathedral context so great care needs to be taken in the selection process.

Drafting of a full Job Description is essential. The Job Description must be agreed by the Chapter *in detail* as this will avoid potential problems when someone has been appointed. Everyone should be clear as to the post's parameters. (A sample Job Description is attached as an Appendix).

Because of the visibility of this high profile role, it is advisable to involve a wide field of interested parties in the appointment process. For example, there can be at least two interview panels of three or four people each. A guided tour of the cathedral and precincts might involve senior volunteers such as Guides. A visit and discussion in the offices is useful so staff can be part of the process and make their (often very perceptive) comments. A buffet lunch involving candidates, Heads of Departments, representatives of bodies and organisations with which the cathedral deals, city and county dignities, Chapter members and cathedral clergy not on the interview panels, members of the Cathedral Council, other volunteer representatives, etc. allows for wide involvement and, again, feedback. After the Dean, the Administrator is almost certainly the most important appointment to get right to ensure that the cathedral functions effectively.

It is vital that the role is clear-cut and there is actual empowerment of the Administrator to fulfil the specified duties with the full support of the Chapter. If a bad appointment is made and the new Administrator fails, either because he/ she does not establish a relationship of trust with the Dean and Chapter or because of unrealistic expectations on either side, there will have been a time consuming and costly process of interview and appointment that results in disruption and ill-feeling, and delay whilst a new appointment is made.

Having an external person on the interview panel, from another cathedral or external organisation, is good practice for senior appointments and helps protect against a situation where a potentially closed, inward-looking culture might perpetuate itself. Whilst it is important that the person appointed is open to cathedral culture and/ or has some knowledge of cathedrals, it is also very important that the cathedral community is itself open to best practice and, where necessary, change.

Whilst the Chapter may or may not have the necessary skills and resources to undertake the placing of advertisements, handling of applications and CVs, short-listing of suitable candidates and conducting interviews, the process needs to be managed by the Chapter, with any consultants taking an administrative and advisory role. Recruitment consultants can be helpful in assisting with the process but it is unreasonable and potentially dangerous to expect them to have sufficient understanding and expertise of cathedral affairs and the cathedral ethos to make decisions.

Possible Job Description for a Cathedral Administrator

Individual cathedrals have very different structures and requirements, are of considerably different sizes, and have very varied workforces and volunteer bodies. Some aspects of this Job Description will be common to all cathedrals but Chapters will need to ignore, adapt or expand other parts to suit their particular circumstances. It is not particularly relevant what specific job title the Administrator is accorded and in some instances this may well be governed by tradition.

The Administrator will be:

- a Christian, committed to the life, work and mission of the Cathedral²
- the senior lay appointment at the Cathedral³
- responsible to the Chapter for the day-to-day running of the Cathedral, its properties, investments and estate, its subsidiaries and departments, and its employees and its volunteers
- an ex-officio member of, and responsible for servicing, the main committees of the Chapter and Cathedral
- expected to contribute to the formulation of policy and the development of strategy and be a party to all the forward thinking of the Chapter
- responsible to the Chapter for the financial well-being of the Cathedral and its associated companies and for the creation and application of departmental budgets, and be a signatory on the Cathedral accounts⁴
- a member of Chapter and a Lay Canon⁵

In addition the Administrator will:

- speak for the Chapter and represent decisions made
- **not** be a Governor of a Cathedral School where this is run, controlled and/ or governed by the Chapter, in order to avoid potential conflict of interests and provide a degree of independence and an arms-length dimension to Chapter and School relationships
- be formally appointed as Chapter Clerk⁶

In his/ her Executive role the Administrator:

- implements the policy and decisions of the Chapter
- works in consultation and co-operation with the Dean and any Chapter members with oversight and/ or pastoral responsibility for individual areas or departments, keeping them fully informed
- reports formally to Chapter on all delegated matters at a level of frequency and detail agreed by Chapter
- convenes such meetings as are necessary to achieve the desired aims
- has line management responsibility for the employees of the Cathedral

² Subject to Chapter determining there is a Genuine Occupational Requirement for a Christian/ Anglican

³ The nature of the Administrator's role is essentially a lay one, but an ordained person may be appointed to the role.

⁴ In some cathedrals, financial responsibility is held separately from the administrator's role

⁵ Some cathedrals may require their Administrator to attend and have the right to speak at all Chapter meetings but not be a member of Chapter; some may have their Administrator as a Chapter member but not a Lay Canon

⁶ That is, if appropriate, hold the office and perform the duties required by the Cathedral's Statutes

As Chapter Clerk⁷ the Administrator:

- acts as secretary at all formal Chapter Meetings and at other meetings, such as Cathedral Council and College of Canons meetings, recording business transacted
- is familiar with the Cathedral's Constitution & Statutes and relevant cathedral legislation
- has a number of responsibilities in connection with Chapter and fabric matters, keeping records in accordance with the provisions of the Care of Cathedrals Measure 1990 as amended
- has responsibilities connected with the installation of Cathedral clergy and canons.

The Administrator will be:

- ex-officio a member of the Cathedral Council⁸
- ex-officio a Trustee of the Cathedral Trust⁹
- the Executive Director or Company Secretary of the Cathedral's commercial enterprises
- a member and executive secretary of:
 - the Finance & Investment Advisory Committee
 - the Estates (Property) Committee
 - the Health & Safety Committee
 - the Works Progress Committee
 - such other committees as shall be necessary(where appropriate the secretarial function for any of these committees may be delegated)
- secretary of the Fabric Advisory Committee¹⁰

As Administrator he/ she will be required to:

- keep under review the organisation structure of the Cathedral, recommend and, if approved, implement changes, and ensure that the Chapter and all members of staff understand lines of responsibility for management and accountability
- recommend and implement appropriate staffing levels to enable the work of the Cathedral
- keep under review all job descriptions, contracts and terms of employment
- ensure that cathedral employment policies are in accordance with legislation
- advise on salary levels and appraisal for all staff
- undertake all personnel management matters relating to staff for whom the Administrator has executive responsibility

Other management functions – for which the Administrator may be responsible:

- marketing, including developing ways of promoting the Cathedral as a place of worship, retreat, musical excellence and heritage, a centre of mission, and as a visitor attraction
- publicity, public relations and advertising
- representation of the Cathedral in local and/ or regional tourism organisations
- representation of the Cathedral in its contacts with influential sections of the community at senior level such as senior church, civic and service dignitaries and the media
- fundraising, including applications to Trusts
- education, including the development of work with schools, school visits, educational days and adult education
- visitors, including welcome, interpretation, guiding and guided tours, and visitor facilities

⁷ Where cathedrals have a separate Chapter Clerk role, the Administrator may or may not be tasked with some or all of the following responsibilities

⁸ Depending on a cathedral's Constitution and Statutes

⁹ Depending on a cathedral's Constitution and Statutes and/ or Chapter policy

¹⁰ Provided that both Chapter and Fabric Advisory Committee are content there is no conflict of interest