

## SUSTAINABILITY PLAN

### Introduction

Gloucester Cathedral is committed to carrying out its work in a sustainable way; this is a part of our duty to God.

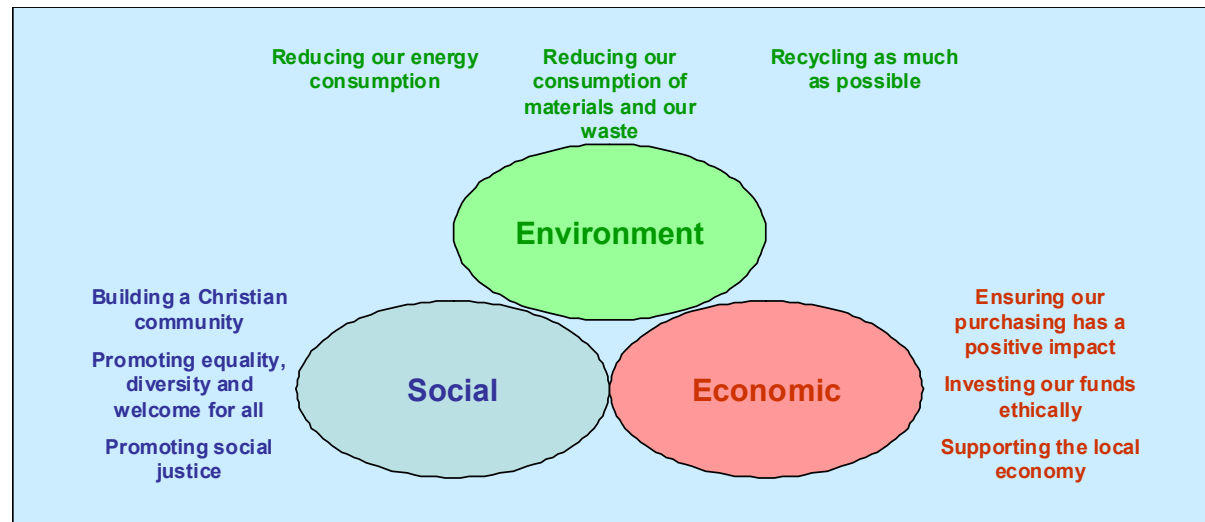
Working sustainably means doing so in a way that meets the needs of the present without compromising the ability of future generations to meet their own needs. Stewardship is one of the priorities set out in the Cathedral's Vision and Strategy, and everyone involved with the Cathedral in some way has a part to play.

### Defining Sustainability

Sustainability includes three distinct areas:

- **Environmental** - reducing our carbon footprint and the waste we produce
- **Social** - demonstrating social responsibility and ethical practices
- **Economic** - ensuring the impact of our economic activities is sustainable

Our plans and targets in each of these three areas are shown in the tables below.



### Review

This plan sets the Cathedral on a road to continuous improvement. We have a Vision and Strategy, but it is not for all time, and we continue to redefine our role in society and our relationship to the world around us. This document will be reviewed and updated in conjunction with the community on a regular basis. We will develop measures to help us review our progress and share these widely.

**Key:** 1 - actions within next 12 months; 2 - actions for years 2 and 3; 3 - actions beyond year 3

## Environmental

Strategy	Current Position	Actions and Targets
<b>REDUCING OUR ENERGY CONSUMPTION</b>		
<p><b>To reduce the consumption of gas by the Cathedral</b></p>	<p><b>Cathedral Heating</b>                      Last year's bill for the Cathedral building alone was £19K. The boilers are operational between October-April and use thermostats and governors to optimise the burn. They are relatively modern, and were serviced early 2010 and found to be operating at 97% of maximum efficiency.</p> <p>The building cannot be altered structurally to improve insulation. However, the heat exchange system to convert the hot water from the boilers into hot air blown into the building is inefficient and elderly.</p>	<p>3 Look to improve or replace the heat exchange system in the Cathedral heating system over the next 5 years.</p> <p>3 Investigate the cost and payback of options for water heating (eg installing solar panels on the nave roof or other new technology). The opportunity here is to generate an ambient temperature which means that the gas fired boilers are only needed to top up the heat when required.</p>
	<p><b>Heating of Other Chapter Properties</b>                      Last year's bill was £22K, and this includes the Parliament Rooms, the Coffee Shop, 2 large clergy houses, the Cathedral Office, Maintenance Yard, Education Centre and the Scholars Houses.</p> <p>Issues are many and varied; all properties other than the Yard are listed buildings and cannot easily be altered structurally. There are many large rooms and voids which do not use heating economically.</p> <p>The Parliament Rooms and Coffee Shop are a particular concern as the fabric of the building is fragile and the walls are very thin, making them cold in winter. Both spaces are heated by the same boiler and between them account for between 15 and 20% of the Cathedral's entire gas consumption. The Parliament Rooms are Grade 1</p>	<p>1 Clergy houses: use the opportunity of the interregnum to install energy efficiency measures in the Deanery (by Winter 2011).</p> <p>1 Optioneering study in progress to look at the most efficient way of heating the Parliament Rooms and the Coffee Shop. We believe that the energy consumption can be significantly reduced and this will be actioned in 2011, subject to a suitable business case. Imaginative options are being considered, such as air heat pumps, underfloor heating and clever insulation methods.</p> <p>1 During the next 12 months, we will carry out an energy efficiency survey on all other buildings that the Chapter pays gas bills for, with the view to producing an action plan for incorporation into the 2011 budget.</p>

	listed.	
<b>To reduce the consumption of electricity by the Cathedral and the carbon impact of the production of the electricity we use</b>	<p><b>Reducing Electricity Use</b> Total electricity bill for the Cathedral building and all Cathedral use properties was £20K last year. Most light bulbs used in the Cathedral are now energy efficient. Following a survey of the specialist high level spotlights there was no viable business case to replace these with LEDs as it would involve complete replacement of light fittings. All lighting in the Cathedral building is zoned.</p> <p>Efforts are currently made to turn off equipment and not leave lights on unnecessarily, but this is not consistently achieved.</p> <p>The Cathedral tower is floodlit between dusk and 11.30 p.m., and this is funded by Gloucester City Council. The current view is that this is worth doing because of the significance of the building across the county.</p>	<p>1 We are implementing as standard procedure:</p> <ul style="list-style-type: none"> <li>• Replacement of any electrical appliances or lighting fixtures with energy efficient ones when due for renewal.</li> <li>• Good housekeeping; ensuring frequent reminders to turn off equipment, and setting up PCs to power down to standby when not in use.</li> <li>• Use of the Church of England's suggested walk-round checklists.</li> </ul> <p>3 We believe that the Cathedral lighting system will need complete renewal in 5-10 years. This will give us the opportunity to install a more advanced and energy efficient system.</p> <p>3 The installation of electric generation by solar panels will be investigated. However, early indications are that this is unlikely to provide a pay back (see more promising options about water heating above).</p>
	<p><b>Sourcing Green Electricity</b> The Cathedral buys electricity in advance via fixed term contracts, with a usual duration of 1-2 years. The current supply contract is with Scottish Hydro and is due for renewal in Jan 2011. We employ an energy consultant to tender for our supply.</p>	<p>1 Our energy consultant has been asked to quote for green energy, and the Chapter will be able to take a view on the viability of buying green electricity in November 2010 for supply from January 2011.</p>
<b>To reduce the energy used by the Cathedral's tenanted properties</b>	<p>There are 56 properties in the charge of the Chapter, of which 37 fall into this category. All the properties are old and have associated issues, such as poor insulation. Energy bills are paid by the tenants so the Cathedral has no current idea of how energy efficient (or otherwise) these buildings are, and of how much energy is being used.</p>	<p>2 We will institute a programme such that by March 2012 there is a completed energy efficiency survey for each of the properties. When there is a change of tenant there is a legal requirement to carry this out immediately. This will enable us to build an action plan which will be fed into the maintenance programme over the following 2-3 years. We will look to doing one tenanted property in the next 12 months as a test bed.</p>

		<p>1-2 The Cathedral now employs its own heating engineer, so from Summer 2010 we will be able to carry our own landlord gas inspections. From that we will create a 5 year plan for boiler replacement, with the objective of funding an average of 3 to 4 per year. New boilers purchased will be of efficient modern design (some of the oldest in use are around 20 years old).</p> <p>1 The Cathedral is keen to develop a Green Charter with its tenants, setting out on a voluntary basis the actions we propose to take on energy efficiency and recycling, and in turn the actions that tenants will take. This will be developed jointly with the Residents Association during 2010/11.</p>
<p><b>To reduce the environmental impact of travel undertaken as part of the Cathedral's activities</b></p>	<p><b>Travel to Work and Business Travel</b>                  There is no policy at present on travel to the Cathedral. However, most off site travel (eg to meetings) is by train. There is a Choir tour by the Cathedral Choir every four years and by the Youth Choir every two years which involves air travel.</p>	<p>2 Encourage other green travel options for staff and volunteers, eg use of park and rides, bicycles, public transport and car sharing. We could, for example, approach the City Council to piggyback with their green travel initiatives. The City Council and other public sector bodies offer green travel initiatives to staff and volunteers.</p> <p>2 For Choir tours, we should investigate carbon offsetting options.</p>
	<p><b>Food Miles</b>                  The vast majority of food and drink in the Coffee Shop comes from local businesses and farms. Some good examples are potatoes from Ross on Wye, Malvern Water, ice cream from Stroud and the Pilgrims Pie, which is made in Stroud from local lamb. The main exceptions are cakes and bread, soft drinks and imported foods, eg coffee and tea.</p>	<p>1 The Coffee Shop Manager and her team are constantly reviewing their food supplies against the objective of providing local, healthy products. This must be balanced against the need for engaging a sensible number of suppliers. A current initiative is to look at local supplies of bread and cakes.</p>

<b>REDUCING OUR CONSUMPTION OF MATERIALS AND WASTE</b>		
<p><b>To reduce the consumption and waste of materials used during the course of the cathedral's activities</b></p>	<p>The Cathedral uses a huge amount of paper, directly and via Printing Companies, because virtually all the distribution to volunteers, congregation, wider community and funders is done by paper. This is also expensive, both in terms of materials and printing costs but also in terms of administrative time and postage. Currently electronic communication is generally only used to supplement rather than replace written communication.</p> <p>None of the Cathedrals' water supplies are metered.</p> <p>In other areas the Cathedral consumes very little other than that which is necessary - building materials, for example, are only ordered as needed.</p>	<p>2 We need to change the balance between paper and electronic communication, although we need to recognise that many people still are not regular users of the internet. The other helpful solution could be to increase the points of availability of information - such as notice boards (electronic or paper) rather than distributing the same information to everyone individually.</p> <p>1 Currently the view is that publishing separate service booklets for each main service is worth doing so that visitors can easily follow the liturgy, music and readings. However, we need to be open to ideas about how this can be achieved with the use of less paper.</p> <p>1 The first step on water consumption is to move to metered supply so that we know what we consume and can measure any improvement. This can be done during the current year.</p>
<b>RECYCLING AS MUCH AS POSSIBLE</b>		
<p><b>To recycle as much of what we use as we can</b></p>	<p>The Cathedral used 48 skips last year, and in addition we do not regularly recycle our waste.</p> <p>However, the Maintenance Team have offered to target a reduction to 33 skips this year, and we have recently set up a shredder and compost heap in the Yard, so all green waste from the Cathedral grounds and the tenants can be recycled in this way.</p> <p>Many Cathedral managers desire to recycle from their own activities, eg paper, glass, cardboard, plastic, but</p>	<p>1-3 We are planning to achieve year on year reductions in the number of skips we use. Metal is separated for recycling.</p> <p>1 We will be tendering for a recycling contract during Summer 2010. Depending on price we may be able to bring this in during the Autumn, or it may have to wait until the new Year. We are looking to cover all our recycling requirements, eg paper, glass, cardboard, plastic and foil.</p>

are hampered by the lack of formal means to carry this out. Commercial recycling incurs significant costs which private individuals do not have to pay.

Residents are able to take advantage of the City Council's recycling and refuse collection schemes.

The Cathedral takes an active role in the re-use of second hand materials, such as books and furniture, which are redistributed either through second hand sales or appropriate charities.

1 Other than green waste, residents will need to continue to take responsibility for their own recycling. Under these new arrangements, Cathedral skips will not be used for disposal of unwanted goods on change of tenant.

## Social

Strategy	Current Position	Actions and Targets
<b>BUILDING COMMUNITY</b>		
<b>To teach the Gospel and develop Christian discipleship amongst the community</b>	This, as part of worship, is the principal purpose and mission of the Cathedral. It is carried out through the daily round of services, special services and through the spiritual involvement of those associated with or participating in the work of the Cathedral.	1 Over the next year there will be a focus in preaching and teaching on Christian stewardship in the context of discipleship. The 2011 anniversary of the King James Bible will provide opportunities for lectures, bible studies, an exhibition and related educational activities.
<b>To help support the wider community in the city and county and to build it for the common good</b>	The Cathedral plays an important role: <ul style="list-style-type: none"> <li>• As a resource for individuals seeking spiritual comfort</li> <li>• As a focus in times of emergency or national or local distress</li> <li>• As a “beacon”, helping to create a sense of belonging and civic pride</li> <li>• As a place where thousands of local schoolchildren experience their only contact with spirituality</li> </ul>	1-3 We will cement our relationship with Marketing Gloucester, in order to ensure that promotion of the Cathedral at the centre of Gloucester is a key aspect of their strategy. 1-3 We will continue our very active approach to press coverage in local papers. 1-2 Major events, open for and promoted to local people include the Sculpture exhibition in 2010 and the Flower Festival in 2011.

<p><b>To communicate our Vision, what we offer and what are trying to do, and to improve transparency and openness</b></p>	<p>The Cathedral seeks to communicate in a large number of ways to many audiences. In recent years, attempts have been made to enhance the openness and transparency of the Chapter. So for example there has been:</p> <ul style="list-style-type: none"> <li>• improved openness about our finances at Community Meetings</li> <li>• two major open consultations on which we invited comments on the future direction of the Cathedral and on governance.</li> </ul> <p>Communication with visitors is via the website, printed material, welcomers and guides.</p>	<p>1-3 We will continue to consult widely on significant issues affecting the direction of the Cathedral, and publish an Annual Report.</p> <p>1-3 The website and the e-news letter will continue to be developed and measured as effective tools of communication.</p> <p>1 Work will be completed in late 2010 on a new database to make mailings as efficient and cost effective as possible.</p> <p>1-2 The Chapter will seek to work with the newly formed Residents Association in a constructive way.</p>
<p><b>To seek to develop and transform people</b></p>	<p>As the Chapter's Vision Statement says, some of this is achieved through the beauty of our services, music and fabric. But it is also to do with caring for the broken hearted (such as the quiet work of the Cathedral Chaplains), promoting social justice (through exhibitions and lectures), providing an exciting environment for children (through the work of the education centre), and much more.</p>	<p>1-3 Whilst promoting major events over the next 12 months (the 2010 Three Choirs Festival, Crucible Exhibition, Flower Festival 2011, King James Bible anniversary, and making those quality and transformative experiences, the Chapter will also seek to make the Cathedral a place of peace and calm underpinned by prayer.</p>
<p><b>To ensure we carry out our activities safely and in a secure way</b></p>	<p>A new Health and Safety policy and manual were written in Summer 2009 and the Master Mason and Maintenance Manager and their teams have undergone extensive health and safety training, including on specialist activities such as the handling of asbestos. A new Emergency and Evacuation Plan for the Cathedral is nearing completion.</p>	<p>1 Within the next year all departments will complete risk assessments which will then be reviewed annually.</p> <p>1 Training in Health and Safety and related areas will be provided for staff where necessary, and also for key volunteers in emergency procedures.</p>

<b>PROMOTING EQUALITY, DIVERSITY AND WELCOME FOR ALL</b>		
<p><b>To ensure that our employment practices are fair and promote equality and diversity</b></p>	<p>The Chapter has paid a lot of attention over the last two years to the development and implementation of a People Strategy. This has included: the review of all job descriptions, the introduction of a new, fairer salary structure, the introduction of a Staff Consultative Forum, a series of staff briefing events, and appraisal interviews for all staff.</p>	<p>1 Over the next twelve months the Chapter will hold at least two Staff briefing sessions, and the Staff Forum will meet four times.</p> <p>1 Training needs identified by the 2010 staff appraisals will be addressed and staff appraisal interviews will be held early in 2011.</p> <p>1-3 The Chapter will respond positively to requests for work experience students and supported volunteer placements.</p>
<p><b>To ensure that we welcome all into the Cathedral</b></p>	<p>The Chapter has reaffirmed its policy of not charging for entry.</p> <p>The welcome ministry is carried out wonderfully by the team of volunteer Welcomers at the door of the South Aisle.</p> <p>The Chapter decided to focus on the welcoming part of its Vision statement in 2009/10. A new leaflet stand and cover for the Donorpoint machine were in place in summer 2009, and we now have an exhibition about the Christian faith and glass doors.</p>	<p>1-3 The Chapter will continue to monitor donations in the almsbox, the placing of the almsbox when it has to be moved for events and work to encourage greater footfall and spending in the Shop and Coffee Shop.</p> <p>1 Building on the ‘Committed to Excellence’ award from South West Tourism, the Chapter will offer additional training to welcomers over the next year.</p> <p>1 Plans for a more interactive donorpoint machine are in hand, which will give visitors an opportunity to leave email addresses and sign up for the e newsletter.</p>
<b>PROMOTING SOCIAL JUSTICE</b>		
<p><b>To give a proportion of collections to charity</b></p>	<p>The Cathedral community gave £9K to other charities during 2009/10 (12% of congregational giving). The charities chosen were agreed after consulting the Cathedral community.</p> <p>The Cathedral offers discounted fees to charities booking</p>	<p>1 The Cathedral Community will be given the opportunity to nominate charities for 2010/11.</p> <p>1-2 The Chapter, through the Stewardship Committee, will be seeking to encourage generous giving as part of our Christian</p>

	events at the Cathedral, in the Parliament Rooms and for car parking.	discipleship. Many individuals give to many different charities as part of their commitment to the gospel.
<b>To engage in mission and outreach</b>	<p>The Cathedral hosts a breakfast club every week for homeless people.</p> <p>The Cathedral undertakes educational outreach, eg the Choir Outreach project</p> <p>Events such as the Three Choirs Festival are part of the Cathedral's outreach</p>	1-2 The Chapter seeks to work with the Benefice of the City Centre and Hempsted and all other churches in Gloucester to develop ways in which to coordinate social action. A day conference will be held in December 2010.
<b>To host events which raise awareness of issues of social justice</b>	The Chapter is committed to offering the Cathedral as a space for good quality exhibitions on themes of social justice. Good examples were the thought-provoking Lent lectures in 2010 on such subjects as climate change, animal welfare and prostitution. Last year there were events about slavery and Nazi persecution (Anne Frank).	1-3 The Chapter is currently identifying themes for future events, and welcomes very much the view of others about what should be done.

## Economic

Strategy	Current Position	Actions and Targets
<b>ENSURING THE IMPACT OF OUR PURCHASING IS A POSITIVE ONE</b>		
<b>To ensure that we purchase goods and services from ethical suppliers</b>	<p><b>Fairtrade</b></p> <p>We buy coffee, teas (except speciality teas), hot chocolate and bananas from Fairtrade sources. Given our policy of sourcing food locally, this is probably the limit to which we can use Fairtrade produce in the Coffee Shop.</p>	<p>2 Under the heading of promoting social justice, we could have a themed exhibition or event on Fairtrade (as Bristol Cathedral has done recently) in order to promote Fairtrade more generally.</p> <p>2 We plan to start as a routine matter asking our main suppliers to demonstrate their ethical credentials before we commit to them.</p>

<p><b>To ensure that we spend the money given to us wisely and appropriately</b></p>	<p><b>Staff, Volunteers and Contractor</b>                  The burden of the Cathedral's work is shared between clergy, staff, volunteers and contractors. As a matter of routine, all new activities are assessed to determine the most appropriate category of people depending on the type of activity and the specialist nature of it.</p> <p>In relation to our suppliers, we try and strike the right balance between building relationships with our local suppliers and tendering to obtain best value for money. In some instances it has been appropriate to take activities in-house, eg plumbing.</p>	<p>1-3 We propose to continue with this policy: new initiatives will be assessed to establish whether they can be supported by staff, volunteers or contractors, based on willingness to serve, value for money and impact on the Cathedral's mission.</p> <p>1-2 The Chapter Finance Committee has recently been charged with an internal audit role; part of this will be an annual assessment of the value for money provided by all key suppliers and contractors, the first of which will be in September 2010.</p>
<p><b>INVESTING OUR FUNDS ETHICALLY</b></p>		
<p><b>To ensure that the Chapter has and implements an ethical investment policy</b></p>	<p>The Cathedral has (at 31/3/10) £3.9m invested via the Church of England's investment funds (CCLA). The CCLA operates an ethical investment policy on the Church of England's behalf, and therefore the Chapter considers it does not need to develop its own bespoke ethical investment policy.</p> <p>The Chapter's current accounts are with Lloyds TSB.</p>	<p>If the Chapter decided to use a different fund manager or broker in the future, it would need to develop its own ethical investment policy.</p>
<p><b>SUPPORTING THE LOCAL ECONOMY</b></p>		
<p><b>To maximise use of the building and the number of visitors</b></p>	<p>One of the Chapter's current core strategies to increase the number of visitors, the amount they spend and the use of the Cathedral in general. Visitor numbers increased by 5.6% last year. All these activities and visitors also benefit the local economy through subsidiary spend and enhancing the vibrancy of the community.</p> <p>Marketing and PR activity have increased, and this includes working closely with other organisations such as</p>	<p>1-3 Continuation of the Cathedral's current policy should continue to increase the economic benefit of the Cathedral to the local community.</p>

	Marketing Gloucester. Research has been undertaken to establish the value to the local economy of the existence and use of cathedrals. This came to at least £250m per year, and we can assume that the economic impact of Gloucester Cathedral is proportional to this.	
To chose local suppliers where possible	<p><b>Food Suppliers</b> Most food and drink is sourced locally; see section on Food Miles above.</p>	1 See section on Food Miles above.
	<p><b>Other Suppliers</b> The majority of the Cathedral's other suppliers, by financial value and number, are local, and there are a number of small businesses for whom the Cathedral is a vital part of their turnover.</p>	1 Continue with current policy.
	<p>Appropriate stone for restoration of the Cathedral cannot realistically be obtained from local quarries, and currently most of it comes from France.</p>	1-3 We will need to keep this under review in conjunction with the Cathedral Architect.

## Delivery

This document is for consultation. The Chapter welcomes the opinion of all and hopes that its objectives can be shared amongst the Cathedral community. Once adopted by the Chapter, after your views have been received and incorporated, the Plan will be communicated and published on the website. The Chapter will establish targets for specific improvements (eg gas and electricity consumption, reams of paper used, and skips used) and will be able to report progress regularly to the community.

Each action will have a manager or member of clergy responsible for it.

The Chapter hopes to involve the whole community, and in particular wants to establish an Advisory Group of willing and enthusiastic members of the community and staff to advise the Chapter on new initiatives and how we are doing, especially on the environmental aspects of the plan.