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THE DEAN’S PREFACE

Over recent years Ely Cathedral has been hugely successful in attracting increasing numbers of people from a wide cross-section of the population as tourists, pilgrims, concert goers and visitors. Attendances at major festivals are considerable; school children come in their thousands; television companies knock at our door to make documentaries, film companies find us to be a great setting – the appeal is wide. With this comes the huge challenge of increased pressure on existing facilities, and on the Cathedral building itself as we seek to maintain our core purpose as a place of worship and spiritual encounter – “the seat of the Bishop and a centre of worship and mission” (Cathedrals Measure 1999). As we move into this exciting future we urgently need to create improved and enlarged visitor facilities. These need to be distinct from the Cathedral itself, thus better serving those who come here and maintaining the integrity of the Cathedral as a place of worship.

The most recent research on Cathedrals and their work, Spiritual Capital (Theos and Grubb Institute 2012), speaks of Cathedrals not only being admired for their architectural, historical and aesthetic appeal but also for having a significant impact on, and significance for, the wider community life. Spiritual Capital concludes that cathedrals are uniquely placed to reach beyond boundaries, to communicate a sense of the sacred and to enable and sustain a range of connections, connections that extend wide into the local and regional communities and beyond. Cathedrals are recognised and valued as Christian institutions - and this in a culture that can be very wary of overt faith claims. The generosity, grace, hospitality and holiness that Cathedrals show in living out the message of Jesus Christ is widely respected and appreciated. In being welcoming and hospitable we should have no fear in being calmly confident in the mission entrusted by God to us.

The Chapter are passionate about doing all we can to communicate this sense of the sacred and to make connections with as many people and communities as possible. In order to do this we need to plan and have a large picture and vision for the whole of our Cathedral site – hence this Masterplan in which Chapter have been thoroughly involved.

We want the ‘Worship, Outreach, Welcome and Care’ that is offered here to be the best it can be. We are increasingly aware that the building itself is becoming cluttered and untidy and that furnishings are tired and not fit for purpose, so we would like to reclaim as much as possible of the Cathedral itself as worship space. This untidiness also impacts upon our Outreach and Welcome since, firstly, we’re not presenting ourselves as well as we could, and, secondly, the hospitality we offer is increasingly insufficient for demand. It needs to be of better quality and for that to happen needs to be taken out of the main body of the Cathedral. Care for people is always something we take seriously, as is the care for this wonderful sacred space and its setting, hence the Masterplan looks at how the Cathedral is approached, how the Precinct might be better made a place for the community to enjoy and visit, and be an even greater asset for the whole City and region.

We offer the proposals in this Masterplan as an exciting development for the Cathedral and of considerable public benefit for the City of Ely and the whole region.

We are engaged in long term planning here which will be approached in a structured way as and when funds allow. It’s important that we see the whole picture as far as the built environment is concerned, so that we know where we are heading, and it is this that the Masterplan seeks to address.

The Very Revd Mark Bonney
1.1 INTRODUCTION

Chapter’s Strategic Plan is built on the Mission Statement of ‘Joyfully proclaiming the love of God in worship, outreach, welcome and care’ and each of these four elements is foundational to their thinking. The Chapter have commissioned this plan as part of that thinking for the long term future of the cathedral and its sustainability.

The masterplanning process has been underlined by those four Mission statement themes. Regular briefing meetings have been held with the Chapter and senior staff, and other stakeholders and external advisors have been consulted over the past year, helping Chapter to develop new ideas and to refine its options. This revised document is now presented for further consultation.

The brief has addressed arrangements for worship, music, events, education, welcome and orientation, shops and restaurants, interpretation, tours and museum spaces. We have looked at the Cathedral in the wider National and Regional setting and considered visitor approaches, views, car and bus parking in the context of Ely’s other attractions. The plan concentrates on those areas in Dean and Chapter ownership and makes suggestions for development and enhancement of the landscape: parkland and gardens in the Cathedral precinct.

A brief for improving access, welcome and visitor facilities has been drawn up and a range of options produced for development to provide facilities for visitors, congregations and staff with the aim of maintaining and enhancing the visitor experience. At the same time we have considered practical matters such as storage and staff accommodation and where new facilities might be developed.

The plan is to be read with and is supported by the Cathedral’s Statement of Significance and Liturgical plan. Together, they will be used to support applications for funding and approvals and to set a programme for future development.
INTRODUCTION

1.2 QUANTIFYING SUCCESS

It is Chapter’s aspiration to set out the broad parameters of a masterplan for the Cathedral for the coming decades such that it can continue to further its mission and ministry. It is acknowledged that the scope, scale and complexity of the individual projects identified may lead to some being accomplished in the shorter term whilst others may take more time to realise. It is essential therefore that the vision of the masterplan is broad and the overall strategy is understood and each project developed within that overall framework.

Ely Cathedral is recognised as a building and site of national and international significance. As stewards, Chapter has a responsibility to plan for its future development and evolution to ensure it remains relevant to the 21st century, while still maintaining its core purpose as a place of worship and the seat of the Bishop.

The key objectives identified by the Cathedral during the early stages of internal consultation for the masterplan include:

- An overall plan of how the Cathedral and precinct will look in 20-40 years’ time
- Liturgical reordering including better use of the Octagon space (dais/choir stalls/floor) and moving of the Gilbert Scott font or provision of a new font
- Improvements in welcome, visitor experience, storage, shop and refectory facilities
- Improving relevance to the 21st century
- Potential for doubling visitor numbers (currently 120,000 paying visitors annually and congregation of approx. 300)
- Ways to remove ‘transaction’ space out of the Cathedral itself
- Improved engagement with young people
- Improved outreach and activity in relation to the fast growing population in Ely
- The Cathedral ‘to look more glorious than it does now’
1.3 BACKGROUND TO THE MASTERPLAN

A number of documents have been produced in recent years which have helped develop the masterplan proposals. The masterplan should therefore be read in the context of, and in conjunction with, these more specific reports.

**Ely Perspective**

In 2010 the City of Ely Perspective Ltd. commissioned a study on the environmental improvements that could be made to Steeple Row, Cross Green and Palace Green. This study was undertaken by Chris Blandford Associates and supported a planning application by describing and explaining the design principles and processes underpinning the improvements.

Some of the improvements identified in that document were embraced and undertaken, such as the consolidated bin store to the north side of Cross Green. Other elements of the scheme which were not implemented have been considered and form the background and starting point for the masterplan landscaping proposals to these areas.

**Landscape Conservation Plan**

Following a meeting in February 2014 with representatives from the Heritage Lottery Fund, the Dean and Chapter at Ely Cathedral updated their Framework Conservation Plan for Ely Cathedral and precincts (dated 2011) into a Landscape Conservation masterplan which could be used to support a future Heritage Lottery Fund bid.

**Vision 21**

The Vision 21 exercise was undertaken by the Cathedral in 2014 and involved all staff to identify and outline 69 desirable projects to shape and inform the Masterplan. This document was the starting point for the masterplan consultation workshop to establish and outline the brief and key areas for scope of work.

**Economic and Social Impact Research Study**

Ely Cathedral is one of a handful of cathedrals to have carried out an Economic and Social Impact Research study. The research was conducted in 2014 by BOP Consulting and commissioned by Chapter with support from Ely Cathedral Trust. Drawing upon the collection of financial data and quantitative analysis of 5 surveys, 16 interviews, and 2 Focus Groups, it revealed for the first time Ely Cathedral’s substantial social and economic impact within the City of Ely and the wider region.

Economic impact utilised data on how much the Cathedral itself spends (eg on wages, suppliers), and data on how much visitors spend at the Cathedral and elsewhere, considering the knock-on effect of this spending when reinvested in the local economy.

Social impact was measured as viewed by those who interact with it regularly, and from the point of view of the benefit the Cathedral brings in terms of wellbeing, something learned or social relationships forged.
2.1 NEEDS AND OPPORTUNITIES

National and Regional Context

Ely is, quite simply, one of the most striking and significant ecclesiastical sites in Europe. Due to the nature of the surrounding flat East Anglian landscape, it is visible for miles around and is often referred to as “The Ship of the Fens”. The Cathedral itself is surrounded by monastic buildings, parkland and meadows.

Ely Cathedral has been a destination for pilgrims since the abbey was first founded in 673 AD. Ely sits within the national network of UK pilgrimage routes and a popular annual event is the pilgrimage following the historic route from Ely Cathedral to Walsingham in Norfolk.

Ely welcomes thousands of visitors every year and Chapter’s vision is that the Cathedral should make a real difference to the lives of everyone who comes through its doors and into its environs through its engagement with the diocese, the city and the county. As well as being a key visitor attraction in conjunction with the popular historical tourist locations of Cambridge and Newmarket, Ely serves as a cultural focal point for East Anglia by providing a unique venue for the arts & music, for exhibitions, concerts and theatre.

In the Economic and Social Impact Study undertaken in 2014, the Cathedral was overwhelmingly perceived as “the jewel in Ely’s crown”: “If you took it away people would know what they missed”. Survey respondents almost unanimously agreed that the Cathedral is a symbol of Ely, increasing local pride.

78% of event attendees agreed that music and arts events presented by the Cathedral were of exceptionally high quality. They saw the Cathedral as a valuable community facility for everyone, with 83% of visitors, 92% of event attenders, 60% of Ely Cathedral Business Group members agreeing with this statement. 84% of visitors also valued the Cathedral as a space for quiet reflection.

Ely Context

Ely Cathedral as a destination is approached by car, rail, bicycle and on foot. Attracting more visitors needs to be reinforced by providing an appropriate level of welcome and care for those who visit.

The Cathedral forms the foundation of the tourism offer of Ely. Popular alternative and complementary cultural visitor destinations include Oliver Cromwell’s House, St Mary’s Church, The Old Gaol & Museum and the Eel Waterside. The Stained Glass Museum forms a joint attraction within the South Triforium of the Cathedral and is a visitor destination in its own right. These attractions provide a collective cultural and historic visitor offer in Ely.

In terms of learning benefit, the vast majority of respondents to the Economic and Social Impact Study agreed that Ely Cathedral helped them deepen their understanding of Christian history, heritage and values, and 79% of visitors agreed that their visit to the Cathedral motivated them to visit more heritage sites. A total of 189 school groups visited the Cathedral in 2013/14, the majority from East Cambridgeshire with up to 10% from further afield. 800 children attended free holiday drop-in sessions over the same period.

Ely Cathedral brings people together. The Cathedral attracts around 480 local volunteers (compared to an average 350 at other UK cathedrals). 84% felt that this association had helped them apply or develop existing skills, with 98% saying that they found volunteering very enjoyable. Meeting others and developing friendships was a benefit perceived by the volunteers, and 60% said they felt better connected to the local community. Ely Cathedral Centre is a magnet for community groups in the region: it is full to capacity with bookings from over 40 different groups. Similarly in the corporate sector 59% of Ely Cathedral Business Group members valued being able to meet people from different professional and social backgrounds and make useful professional connections.

In comparison to previous decades, Ely Cathedral is perceived as an active and welcoming place, and now faces the challenge of growth, with more people wanting increased provision of events and tourist offer, but with pressure on space and resources.

The ambition of the masterplan to enhance Worship, Outreach, Welcome and Care is conscious that it needs to work both with and for the city to achieve this objective. Local government is keen to work with Ely Cathedral to develop a stronger tourism offer in Ely, and to maximise the opportunities some of our major events generate for local businesses.

It is an ambition of the Cathedral to realise Ely as a ‘stay over’ destination: to provide the quality and quantity of attractions to warrant an overnight stay in the city for visitors. The Cathedral is conscious that it needs to work both with and for the city to achieve this objective.

The ambition of the masterplan to enhance Worship, Outreach, Welcome and Care is developed in consultation with local and national bodies to ensure that the ambitions of Chapter are in harmony with all other parties.
Ownership & Setting

The ownership and setting of the Cathedral set the scope of the masterplan and the extent covered.

The ownership of the Cathedral has developed beyond the precinct in recent years and these sites are included in the masterplan, defined by the green line of the plan adjacent.

The Cathedral further contributes towards the life of the city through its presence on the south side of the historic High Street. The Almonry Restaurant and Cathedral Shop allow the Cathedral to have a direct presence on the High Street and provide a valuable revenue stream.

As Ely’s top tourist attraction, visitor spending at the Cathedral makes up a significant part of the local leisure economy, and the Economic and Social Impact Study showed that over £2m was spent by visitors at the Cathedral itself, with a further £3.1m spent by those same visitors on goods and services elsewhere - £2.1m of which was spent within Ely City. 209 people have jobs as a result of Cathedral activities, and Ely Cathedral generates £3.72m of Gross Added Value for the Ely and Cambridgeshire economy every year.

Socially, the Cathedral was perceived in the Economic and Social Impact Study as making Ely a better place to live, with 98% of respondents agreeing. Our Refectory and Almonry Restaurants were seen by 78% of event attendees and 61% of visitors as good places to meet with friends and family. 98% of Cathedral visitors agreed that their visit improved their wellbeing. 82% of those who attended services in the Cathedral whether as a regular or occasional attender also felt that doing so improved their wellbeing, with 87% agreeing that they felt uplifted.

The Cathedral Centre, which is within Chapter ownership, is located to the northwest of the Cathedral on the opposite side of The Gallery and on the northeast corner of Palace Green. The Centre provides a valuable community outreach and conference facility through a series of meeting rooms and associated spaces.

The environs of the Cathedral which need to be considered in the context the masterplan but which are outside its direct ownership include the Bishop’s House, Kings Ely, the High Street, Broad Street and the Jubilee Gardens.

Existing Routes

The largest surviving gateway to the monastic buildings is the Porta, completed in 1417. Further gateways lead into the Cathedral from the High Street: Steeple Gate is a Tudor archway and, nearer the Market Place, Sacrist’s Gate dates from the early 14th century and a further gate was in what is now the Almonry Garden.

Existing signage provides a series of alternative routes to the Cathedral from various car parks within the city and in particular from the Station. These are confused by busy roads and urban fabric and at present are not well defined. These could be improved and enhanced.

With its Anglo-Saxon history, and the evidence for the troubled times after 1066, it combines a huge and well decorated Norman Cathedral developed into a glorious East End of the second quarter of the 13th century, and then crowned with the 14th century octagon and Lady Chapel. Very few cathedrals can show such high-quality work over so long a period of time, and when one adds to this the clear evidence for the early Norman development of castle and town, it is difficult to find a spot whose history is so revealing.
Ownership

Historic ownership (and also the statutory line for the Cathedrals’ Measure)

Recent extended ownership except for small piece of land on back of Fore Hill which is historic.
COACH ARRIVAL
POINT & SIGHT LINE TOWARDS CATHEDRAL

EXISTING ROUTE FROM CAR PARK

EXISTING SIGN-POSTED ROUTE

ALTERNATIVE ROUTE AT PRESENT NOT WELL DELIVERED

ELY RAILWAY STATION
The Cathedral Approach diagram adjacent considers the way in which visitors and users access the Cathedral itself and can be categorised by their frequency and type of use.

The blue arrows indicate the primary routes of approach from the various car parks, station and the High Street.

The primary pedestrian entrance focuses on the west door and Galilee Porch.

In addition to these significant routes there are supplementary routes shown in red which provide alternative daily or more infrequent access for staff, certain visitors and for specific events. For example the door to the north transept is especially used for access to the events on Cross Green as part of the Christmas market.

The yellow arrow shows a known historic opening which might be re-opened.

With the review of a south carpark, and rationalised and enhanced visitor facilities, the pedestrian route around the east end of the Cathedral could be reconsidered.
2.3 THE BRIEF

The four key foundations of Chapter’s Mission Statement form the cornerstones of the masterplan brief.

Under each of these four headings, a number of projects and desirable outcomes were considered and determined to inform the development of the masterplan proposals.

WORSHIP
‘Ely Cathedral stands as a symbol and focus of the presence of God in the world and at the heart of the life of the Cathedral is the ongoing pattern of morning prayer, holy communion and evensong’

• Liturgical plan
• Worthy furnishings
• Relocated font
• Remove transactions from Cathedral
• Adaptable Staging
• Adaptable lighting

OUTREACH
A unique educational resource for young people and adults offering a variety of experiences, activities and opportunities for engagement with the community of Ely

• Precinct projects
• Space for community groups
• Community orchard
• Education and interpretation

WELCOME
‘A warm welcome reflecting the hospitality and welcome of the Cathedral’s Benedictine forbears… and importantly reflecting the welcome that God gives to us all in Jesus Christ’

• Routes and Signage
• Ticketing
• Refectory
• Shop
• WC Facilities

CARE
Chapter has a responsibility to ensure the upkeep and repair of the fabric and to ensure a sustainable future

• Ensuring a sustainable future
• Fabric Upkeep
• Landscape care and upgrade
Adjacency Analysis - Visitor Experience and Welcome.

One of the first tasks of the Consultation with Senior Managers was to look at how all the key aims and aspirations for Welcome fitted together and related to each other to inform the brief. These were illustrated graphically to identify the relationships and start to focus on locations of each of the activities in the initial options appraisal.
Adjacency Analysis - Enhanced Worship.
One of the first tasks of the Consultation with Senior Managers was to look at how all the key aims and aspirations for Worship fitted together and related to each other to inform the brief. These were illustrated graphically to identify the relationships and start to focus on locations of each of the activities in the initial options appraisal.
2.4 MASTERPLAN SCOPE

As well as the work to the Cathedral itself, there are a number of large independent projects which could, if desired, be undertaken in isolation as a phased approach but under the overall strategy of the masterplan. These are identified on the adjacent plan.

The Bishop’s Garden (in blue): This is seen as an aspirational strategic opportunity for one of the development options.

The Bishop’s House (in blue): Aspirational only but could provide alternative educational facility space, although may be best suited to provide function/conference facilities with independent catering facilities.

East Lawn & Almonry gardens: Improving the link through to the restaurant and the setting of the gardens.

Parking (in green): Parking in Oyster Lane addressed to minimise visual impact on Dean’s Meadow and Precinct, while increasing provision.

Further staff and overflow parking is highlighted in yellow. This proposal would form an additional area of parking as an extension to the Broad Street carpark. This could provide the Cathedral with parking for daily activities and seasonal events and would likely be considered in lieu of the Oyster Lane parking.

Additional Storage and Works Yard (in purple): Longer term storage and relocation of the works yard with garage facilities for mowers etc.

Cherry Hill (in lime green): Clearing, enhancing and interpretation.

Bishop Wynn Close & Dean’s Meadow Housing (in orange): Commercial development sites to the east of the Meadow.

The FAC noted in their response to the consultation presentation that the masterplan should include all spaces which have an impact on the setting or utility of the Cathedral, even if these are not in Chapter ownership or control. This should therefore include the Bishop’s House, the shops around the current restaurant on the high street, and the route to the cathedral through the Jubilee Gardens. This approach will necessarily draw in other partners such as the school, the council and the diocese.
Possible Additional Staff and Visitor Overflow Parking
Bishop Wynn Close Development
Signage and Wayfinding
Broad Street Crossing & Precinct Entrance
Storage and Works Yard
The Deans Paddock Care and Re-Planting
Bishop’s Garden Development Potential
Additional Car Parking to Oyster Lane
The Dean’s Meadow Care & Upgrade
Cherry Hill Clearing and Interpretation
OUTLINE MASTERPLAN SCOPE
THE PREFERRED APPROACH

PREFERRED OPTION AERIAL VIEW
3.1 CHAPTER’S PREFERRED OPTION

The Masterplan provides a whole Precinct overview of the use of space, liturgical needs and strategic objectives for improvements. The benefit of the Masterplan is to ensure there is a strategic understanding and coordinated approach to any major project implementation, particularly as it is acknowledged that the scope, scale and complexity of the individual projects identified may lead to some being accomplished in the shorter term whilst others may take more time to realise. It is essential therefore that the vision of the masterplan is broad and the overall strategy and how each of the projects fits within that is also understood so that each project is developed within that overall framework.

Following internal and external consultation, the consensus is that a new building for Welcome is the preferred approach, combining Liturgical reordering and the community Precinct projects closest to the Cathedral in one overall strategic plan.

The preferred option will develop the Cathedral Centre site, which has inherent issues with its internal layout, for a new purpose-designed building.

This new building will rationalise circulation and provide an opportunity to design the layout to reflect the needs of each of the welcome facilities as well as being able to design the building elevations to respond to, and better reflect, the architecture of the Cathedral.

Chapter will look to provide space for Community activities in other properties that it owns in the vicinity.

Ticketing, arrival and entry into the Cathedral will be considered in order to ensure the shop is as commercial as possible and the point of welcome is clear and effective. This could mean making more use of digital ticketing and technology.

The key reasons for Chapter’s preference for the Welcome option chosen can be summarised as follows. It is considered that the preferred approach best addresses:

- separation of church from transactions
- provision of dramatic new structures and connection strategies that will enhance the Cross Green and Palace Green areas
- avoidance of new structures on Cross Green that would mask the north face of the ancient Cathedral
- achievement of Chapter’s requirements for high-quality shop, restaurant, lavatory, meeting and educational facilities, without shoe-horning them into existing spaces
- best option for a positive effect on Ely as a city, acting as a transition space between Cathedral and High Street
- significantly lower cost than a major development on Cross Green

In arriving at its decision as to the preferred approach, Chapter was mindful of the high cost of a major new structure on Cross Green, the extensive archaeological investigations that would be required, the need to disturb the graveyard and the intrusion into the view of the Cathedral from the north. Set against those concerns, rebuilding the Cathedral Centre would seem to address all the key objectives at a cost which should be viable in terms of fund-raising expectations while still resulting in a dramatic architectural outcome that would enhance the Cathedral’s appeal to worshippers and other visitors alike.

**Entrance & Reception**

Extending onto Cross Green within the footprint of the fallen North West Transept, a new single storey ticketing pavilion will signify a new visitor reception area. This will lead to a new stair and lift access and wcs in the remains of the North West Transept, giving access to an exhibition gallery in the North Triforium.

**Kitchen and Refectory**

As the preferred option includes for a purpose built facility, the kitchen and cafe can be designed to accommodate the range of different functions that the Cathedral hosts. The Refectory is shown on the first floor of the new building to maximise the southerly views onto the Cathedral and Cross Green.

The proposals can allow for a roof terrace on the second storey, set back from the building edge to minimise visual intrusion. This space would be a valuable asset served by the Refectory, and could host functions separately to the cafe on the first floor. By embracing this flexibility, the Cathedral will be able to uphold its values of Worship, Outreach, Welcome and Care by maximising the usage of the spaces.

The new Refectory would be able to improve on the current offer by improving the quality and range of the food and refreshment on offer. A first floor cafe with unrivalled views of the cathedral would be a popular destination.

**Shop**

The ground floor retail space would also be a purpose built space with shop window out onto the new pedestrian area. The notion of a ‘shop window’ is a key commercial driver that would allow the Cathedral to capitalise on this location.

Maximising exposure to passers-by is important as the shop is not located on the entry or exit points to the Cathedral.

A gift counter at the point of ticketing would provide an additional revenue stream opportunity.

Chapter will now reflect on the major capital projects and consider funding opportunities and timescales.
THE PREFERRED APPROACH

GROUND FLOOR PLAN

[Diagram of the ground floor plan of Ely Cathedral, showing various sections such as the Refectory, Multipurpose Space, Shop, Terrace, VESTRY, Cloister, Interpretation Office, and new store areas.]
THE PREFERRED APPROACH

TRIFORIUM LEVEL

INTERPRETATION (PRIVATE) EVENTS SPACE
STAIRS?
ENTRANCE, WELCOME & FACILITIES OPTIONS: INTERNAL MODIFICATION WITH TRIFORIUM ACCESS

STORE
STAINED GLASS MUSEUM
STORE
STORE
STORE
STORE
THE PREFERRED APPROACH

LANDSCAPING

Landscaping
The landscaping option shown illustrates the feasibility for a new pedestrian area across the Gallery to link the site of the Cathedral Centre with Cross Green and the North West Transept both visually and physically.

The proposition is not just for an area of paving but, more significantly, an adaptation to the way in which vehicles use this route. By complementing the paving with traffic calming measures, this pedestrianised area would become a gathering point/plaza for visitors, improving the commercial viability of the Cathedral Centre and improving visitor experience to both the Cathedral and the centre of Ely.

These traffic calming measures may consider automated or manual bollards, traffic restrictions or permit use only. Each of these would have its benefits but all of them would contribute to making this area more pedestrian-friendly. All would need to be considered in conjunction with County and City Council partners.
THE PREFERRED APPROACH

PREFERRED OPTION VIEW FROM PALACE GREEN
THE PREFERRED APPROACH

Preferred Option overview

- New purpose built visitor centre
- Space designed to suit each function
- Separation of commerce from worship space
- Possible circular route utilising West door for entry and North West Transept for exit to Visitor Centre.
- Visitor centre mediates between High Street and Cathedral
- Potential for landscaping to make new paved plaza area for pedestrians
- Fully accessible interpretation space in North Triforium
- Scope for exhibition and event spaces
- ‘Healing the Scar’
- Shop separated from entry and exit points
- Loss of physical connection between facilities and Cathedral
3.2 ENTRANCE AND WELCOME

The Cathedral’s approach to welcome is ‘built upon the Benedictine principles of hospitality’ which the Chapter seeks to offer to all. This open arms attitude is realised through the breadth of programmes of worship, outreach and education.

The quality of the Cathedral as a tourist and pilgrim destination is offset by the inadequate welcome facilities. By improving the Cathedral’s visitor facilities, refectory capacity and the location of the shop the Cathedral will be less cluttered and the offer will be improved without compromising the programme of worship.

The current interpretation strategy for the Cathedral is minimal and ad-hoc and the existing entrance desk obstructs a primary view through the Cathedral from the west door. By coordinating a new interpretation strategy and route, unlocking the North Triforium and improving welcome facilities, it will be possible to actively control the route visitors take and ensure an improved experience for all, regardless of age, ability or interest. In order to do this the masterplan considers a series of key issues and related projects from the 2014 Vision 21 consultation, which will help Chapter achieve its ambitions.

‘Healing the Scar’

The North West Transept collapsed some 500 years ago and, other than blocking up openings, the only remedial work has been to cap the late medieval buttress with render, leaving an ugly scar, which is not helped by the scale of the existing refectory building at ground floor level.

There is a clear opportunity for visually compelling new features in this location to build on the past and look to the Cathedral’s future. By removing the refectory from the base of the North West Transept, an opportunity arises to build an exciting new extension to the northwest corner, install vertical access to unlock the North Triforium and create new visitor welcome facilities. A number of the options in the Masterplan address this.
THE PREFERRED APPROACH

**Galilee Porch & Entrance**

The Galilee Porch and great west doors present a forbidding entrance that can and do discourage visitors from entering the Cathedral.

The main objectives for improvements in the Galilee Porch are:

- To make the entrance less intimidating and more welcoming
- To allow the west door to be better used as the main entrance for both worship and visitors
- To provide protection to the interior from westerly winds as the west doors are a key source of heat loss to the Cathedral.

A project is currently exploring the possibility of providing a glazed screen to the outer gates of the Galilee Porch and therefore keeping the inner west doors open.

The cathedral needs to consider any changes to the internal conditions in the context of the environmental monitoring being undertaken. Proposals must be the product of impact assessment to ensure any alterations are not detrimental to the sensitive historic fabric.

By siting the new screen inside the Porch rather than a new lobby inside the west door in the Narthex, interior views of the west doors are maintained and internal visual clutter is minimised.
Reception
Visitors to the Cathedral should be welcomed elegantly, tidily and informatively, with the admissions process facilitating entry rather than being seen as a barrier. The ticket desk/information point should be flexible to accommodate the full range of services, visitor events and functions. A number of welcome options have been reviewed in the Masterplan and these consider the point of reception inside the Cathedral and potentially elsewhere. It is not a prerequisite that ticketing and admissions need to be inside the West door. As areas of modern life become increasingly digitised, the Cathedral needs to continue to embrace technology and what flexibility this may bring to admissions. As such, it is considered that entry transactions could take place remotely to the Cathedral itself.

Regardless of its location or physical presence, it is important that any point of reception in the Cathedral or wider Precinct unmistakably speaks of welcome, hospitality and care.

The clarity of sequence for a visitor is essential to ensure that all visitors have an enjoyable experience and that everyone has an opportunity to visit the refectory and shop. To improve the clarity of the welcome narrative, it is proposed to remove the point of visitor reception from the south door and make the single main entrance to the west.

Refectory
The current refectory café capacity is only for 20 covers in the refectory itself, with an additional capacity of 70-75 in the South West Transept on an occasional basis. It was created in response to a demand from visitors for a place to take coffee, snacks and afternoon tea. As visitor numbers have grown and expectations have risen in terms of quality of catering, the refectory is no longer fit for purpose and a new, larger space is required to cope with much higher numbers and an improved catering offer.

The welcome options explore a variety of locations for a refectory. The refectory needs to be visible and fully accessible to all, as well as being clearly on the visitor route. It is also important that it is accessible to non-paying visitors and local residents. What is clear however, is that the provision of a high quality refectory will have a significant positive impact on all who visit the Cathedral.

Although the Cathedral has a successful Almonry restaurant on the High Street, it is not felt that improving the refectory offer would be detrimental to this separate venture. Visitors to Ely should be provided with a well presented, well located and accessible facility to enhance their enjoyment of the Cathedral and the city.

Refectory cafe on site of previous North West Transept, with seasonal external seating
THE PREFERRED APPROACH

Shop

It is accepted that a shop is economically desirable for the Cathedral, however, the way in which the existing shop fits awkwardly within the space for worship is seen as less than ideal and detracts from the overall impression of the Cathedral from the West end. By removing the shop from the North Nave Aisle, the interior of this part of the Cathedral can be restored to its former dignity.

As with the consideration of the location of both the reception and refectory, the location of the shop on the visitor route is of prime significance for its success. Positioning the shop towards the end of a visitor’s route is regarded as generating the highest levels of income.

Where visitor flow is less controlled, a secondary shop space adjacent to an exit route would increase the chances of visitors taking the opportunity to make a purchase following their visit.

Access to North Triforium

The provision of a lift and staircase within the North West Transept would unlock approximately 400 square metres of prime Cathedral space for all visitors for the first time in 500 years. By opening up the North Triforium, there will be an opportunity to house both permanent and temporary exhibitions as well as using the space for further interpretation and additional space for Education use.

The exact nature of the interpretation in this area would need further thought, but provides a wealth of opportunities for artefacts, interactive pieces and the display of treasures not currently accessible to the public from both the Cathedral and the Diocese. The space could be seen as an opportunity for also linking the social history of Ely with the Cathedral’s history.

An appraisal of the access and egress strategy for the Triforium would need to be undertaken to understand the viability of the proposals. A stair in the North Transept is identified in this report as providing a secondary means of escape.
Cathedral Centre

The former city library building that now houses Ely Cathedral Education and Conference Centre was originally bought for the Cathedral by a benefactor partly to prevent the adjacent pub from extending into that space, and partly to accommodate an increasing need for educational space. However, lack of a visual relationship between the Cathedral Centre and the Cathedral itself, and the fact that it is not well suited for school children, means there is a prime opportunity to bridge the gap between the two and develop the building further.

Any options for development and change need to be carefully considered in conjunction with the Cathedral Centre’s current successful outreach programme and the availability of inexpensive meeting spaces for community groups within the centre of Ely.

The newly acquired Grace Building opposite the Cathedral Centre and adjacent to Cross Green now provides the opportunity to relocate provision for community groups, as does the Steeplegate Tea Room building further east.

Lavatories

The current wc facilities in the Cathedral can be inadequate at certain times, and the single wc in the current Refectory causes problems with queuing at peak times.

The Cathedral can welcome over 1,500 visitors to any major service or event and it is clear that the existing provision is not adequate. There is 1 wc at the west end and 5 female, 6 male and an accessible wc in the Processional Way (which can be problematic for elderly visitors for whom the long walk can be an issue).

Increased numbers of wcs, located adjacent to a new Refectory are seen as desirable.

The external public lavatories to the north of the Cathedral are detrimental to the setting of the Cathedral and unsuitable for many visitors and therefore by providing alternative facilities it is intended that this public provision is removed (there are good public facilities to the west of the Cathedral on Palace Green and these should remain).
THE PREFERRED APPROACH

Further Opportunities

All of the Design Options considered address these projects. They each make provision for a point of welcome, a refectory cafe, a shop, access to the North Triforium and additional lavatories. Where the Cathedral Centre is not directly addressed in an option, it is accepted that the building could help to accommodate some of the ancillary functions of the cathedral whilst helping to strengthen the links between the Cathedral and the City for community outreach.

All of the options presented remove the entrance desk from the South door to provide a clarity of visitor route and less internal visual clutter and will accommodate a further area for interpretation in the south cloister.

Education and Storage are addressed in subsequent sections. In the short term it is considered that Powcher’s Hall provides adequate facility for school groups, but there may be scope for further improvements.

Consideration of short, medium and long term storage locations for the Cathedral are considered independently, but these could be incorporated into the final proposals.

The Lady Chapel and adjacent facilities are proposed to remain unchanged, except for the landscaping proposal to the Processional Way courtyard, and will complement all options by providing enhanced flexibility for accommodating a wide range of events.
3.3 WORSHIP

Worship is the Cathedral’s core purpose and the basic patterns are unlikely to change. However the Strategic Plan does envisage a growth in the variety of style of worship that is offered. It seeks to encourage greater Diocesan use of the Cathedral, as well as seeking ways to engage at different times with a broader cross section of people, particularly in terms of age.

Many concerts, school events and visits also make use of the Cathedral’s internal spaces and there is a desire to encourage and develop these.

Flexibility of use is crucial. The current Pace furnishings under the Octagon and the associated platforms are becoming old and tired, are very heavy and do not provide the flexibility required. Consideration should therefore be given to the replacement of all the liturgical furniture within the Octagon.

The Conservation Plan notes the poor state of the floor under the Octagon, and this needs to be repaired or replaced.

The Liturgical Plan draws attention to the increasing use of ‘stational liturgies’, particularly for the great Festivals of the Church’s year. Liturgical scholarship and revision has also drawn attention to the centrality of Baptism in the Christian journey – and many of these stational liturgies make use of the font.

There is a strong liturgical and pastoral case for placing the font at the entrance to the Cathedral.

A consequence of moving the font to the west end of the nave would see the liturgical space compromised by the shop situated in north bays of the north aisle. There is therefore further justification for the removal of the transaction space from the body of the Cathedral.

Worship is much enhanced if the Cathedral is more welcoming, clutter is removed and lighting is well done. Therefore improved storage and lighting are two areas to be accommodated and addressed. The masterplan has therefore included the following areas within an overall Liturgical plan for Worship:

Gilbert Scott Font
- To be considered in conjunction with the liturgical reordering of the space under the Octagon
- Works to consider raising profile of the font and changing its position or the commissioning of a more attractive and practical font. The existing font is unnecessarily massive in scale and impractical for families attending baptisms
- Works to consider making it movable and give flexibility of use for the cathedral for major events and filming
- Consideration to be given to the liturgical relationship of the font and altar
- Consideration to be given to whether the GG Scott font could be part of the interpretation

Glazing of the Galilee porch
- The Galilee Porch and great west doors present a forbidding entrance that can actively discourage visitors from entering the Cathedral
- Main objective to make the entrance less intimidating and more welcoming
- Desire for the West doors to be better used as the main entrance for both worship and visitors
- To provide protection to the interior from westerly winds as the west doors are a key source of heat loss to the Cathedral
- A project is currently exploring the possibility of providing a glazed screen to the outer gates of the Galilee Porch and therefore keeping the inner west doors open
- By siting the new screen inside the Porch rather than a new lobby inside the west door in the Narthex, interior views of the west doors are maintained and internal visual clutter is minimised

Octagon Floor
- The stone floor is in a poor state of repair and is becoming a trip hazard
- The damage caused is attributable to the careless placement of staging, the speed required for assembly & the heavy design of the current liturgical furniture

Staging
- New flexible, adaptable and robust staging is required for services and events
- Worship staging for the altar and officiating clergy could be included in a moving platform but event staging would have to be purpose built
- Event staging is for musical concerts and needs to be designed to spread the load to prevent point load damage to certain stones
- New staging needs to be considered in conjunction with any proposed liturgical furnishings
- The ease of assembly and transportation needs to be considered in the context of storage
- Staging requirement for concerts can vary and needs to be flexible (large or small choir; tiered, large or small orchestra)
- Consideration to be given to the possibilities of concertina style staging, stored back against a wall, or rising out of the floor as at Lichfield Cathedral
THE PREFERRED APPROACH

- Draught-proofing of the Galilee Porch
- Re-lay Octagon Flooring (with risng platform?)
- New font in West Nave
- New Liturgical Furnishings
- Architectural & Event Lighting
THE PREFERRED APPROACH

Liturgical Furniture

- Provision of any new furniture and finishes need to be ‘worthy’. Reference can be made to the quote by The Precentor of Guildford Cathedral of ‘unworthy furnishings in a very worthy setting’
- The design needs to be sympathetic with the magnificence of the surroundings
- The new provision should be for the entirety of the Octagon space, including those processing, the kneelers and the choir stalls
- Various configurations are required and therefore the furnishings need to be movable and flexible in design for setting out

Heating

- The cathedral is currently heated by nineteenth century ‘Gurney’ stoves, converted from coke to gas in the 1980s. They are becoming difficult to maintain and provide warmth only in limited areas.
- The Lady Chapel, in contrast has a modern underfloor heating system which is designed and run on conservation heating principles.
- Future demands for an increased and more even level of comfort heating for both worship and concerts etc are likely. A ‘wet’ system with radiators is not feasible either technically or aesthetically and the solution is likely to be further underfloor heating, perhaps concentrating in areas where most people sit in the Octagon, Transepts and eastern half of the Nave.

Lighting

- A good quality and level of light is required for improved visibility, as well as some additional lighting to decorative features, for example the decorative stonework in some of the chapels
- A scheme for improved lighting is needed to provide greater subtlety and flexibility of control to permit special effects for worship, son-et-lumiere events and other occasions.

Provision of any new furniture and finishes need to be ‘worthy’. Reference can be made to the quote by The Precentor of Guildford Cathedral of ‘unworthy furnishings in a very worthy setting’
- The design needs to be sympathetic with the magnificence of the surroundings
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- Various configurations are required and therefore the furnishings need to be movable and flexible in design for setting out

Lichfield Cathedral Altar (can be lowered to provide a level floor)

Salisbury Cathedral Font
THE PREFERRED APPROACH

3.4 EDUCATION & OUTREACH

“We aim to make the Cathedral accessible to young people, both as a building and as a living community of faith”  Ely Cathedral School Guides Mission Statement

Ely Cathedral is an historic place of worship and a unique educational resource. Around ten thousand school children visit the Cathedral every year. For young people, there are a variety of experiences and activities that take place and support and enrich the National Curriculum including joint visits with Ely Museum and the Stained Glass Museum.

For adults, public debates and lectures provide opportunities for reflection on moral issues and Pilgrimage Tours and Ely Experience weekends give a unique insight into the Cathedral and its meaning.

Chapter has a desire to create a proper home for the Education Department, with dedicated office space and safe spaces for children to meet, eat and learn.

A separate project has been completed which has reordered the ground floor of Powcher’s Hall as an Education Centre. The new facility provides a base to drop bags, have designated children’s wcs, and two adjacent rooms for school or adult groups that can be used for various purposes including introductory sessions, break time, lunch time and workshops or discussion evenings.

A significant feature of the Education Department being in Powcher’s Hall is that it will be in an ancient part of the monastic precinct and part of the interpretative story of the history and development. Feedback makes it clear that when visiting the Cathedral, teachers and children expect to be immersed in the ancient buildings and not modern room that resemble their classroom at school.

In conjunction with the proposed traffic calming measures and limitations on the use of the south car park, safe walking routes can be provided for school groups between Powcher’s Hall and the Cathedral.

Space in the Cathedral is at a premium and a number of the spaces in the Masterplan options are designed to be flexible and multi-use.

• The interpretation space in the North Triforium is flexible and could also be used by school groups for learning and for public educational events
• Under the preferred option, the Cathedral Centre rebuild would have flexible multi-use space which could be used by the Education Department, inter alia
• The rear of Powcher’s Hall could provide for future expansion of Powcher’s Hall with a larger two storey rebuilding scheme
• Chapter is planning for the aspirational acquisition of the current Bishop’s House and Gardens in the longer term. There are further opportunities for permanent Education, Conference and Outreach use in the Bishop’s House as well as the Gardens, either in temporary marquees or permanent structures.

From the Economic and Social Impact Study, a total of 189 school groups visited the Cathedral in 2013-14, the majority from East Cambridgeshire with up to 10% from further afield. A further 800 children attended free holiday drop-in sessions over the same period.

The new Education Centre in Powcher’s Hall and improved and extended flexible use Interpretation space within the North Triforium and rebuilt Cathedral Centre will provide a significant opportunity to expand on Education and Outreach, reflecting the increasing importance of the Cathedral’s educational agenda, and the desire to create a dedicated facility in which to greet, teach and cater for school groups.

The Song School is considered fit for purpose and there are no plans to extend or move it in the foreseeable future.
3.5 STORAGE

Cathedrals are used for a number of different purposes in the 21st century, and together with the different forms of worship that place, there is a need for a variety of liturgical furniture, staging and great numbers of chairs. Ely Cathedral has difficulty coping with the storage of up to 1200 chairs when not in use, and they can often be left stacked in the Aisles which can lead to a sense of clutter.

Permanent storage solutions are needed and are considered in the context of the Masterplan. Any storage option needs to be appraised in the context of accessibility and proximity to the Cathedral.

These storage solutions are in addition to any longer term storage facility in the grounds of Whitgift House, covered by the Precinct projects in section 2.4, which relates more directly to longer term storage of maintenance equipment and materials for the Clerk of Works and the objects currently stored in the North Triforium.

In the Vision 21 scoping document, the Song School was considered as a possible location for permanent storage with a new Song School relocated elsewhere. During the internal Consultation process it has been agreed that the Song School is satisfactory where it is now and should not be relocated.

We have therefore highlighted further locations for consideration, as shown on the plan, in no order of preference. Each could be carried out in isolation or as a concerted increased storage strategy.

**Location 01:** Re-order public WCs to the North of the Lady Chapel, following these facilities being closed. A WC could be retained for the Works Yard, but this location would provide storage for chairs etc in close proximity to the Cathedral. However, in bad weather the items would not be weather protected in transit. Level access would additionally need reviewing for trolleys from the north doors in the North Transept.

**Location 02:** A new enclosure in the North Transept, by screening the two southern bays of the North transept western aisle at ground floor level. This could also house a secondary escape stair from Triforium level (if it is required following a fire strategy appraisal). This would provide extremely accessible short term storage for stacks of chairs, tables, screens etc.

**Location 03:** A new mezzanine floor over the South Transept Vestry, with platform lift access. This could be open or enclosed above the existing ground floor screens, based on analysis of sightlines. Alternatively the Vestry could move to the Mezzanine level to provide ground level accessible storage.

**Location 04:** The garage and pitched roof building to the north of Powcher’s Hall could be re-ordered with a new opening created in the garden wall linking to the East lawn path.

**Location 05:** Vehicle space for temporary/infrequent storage in a haulage vehicle; noting the vehicle height restriction at the Porta.

**Location 06:** Basement storage in the newly acquired Grace Building, noting the issues with weather protection and level access requirements stipulated in Location 01.

Current clutter in the North Transept western aisle

Potential space over the South Transept Vestry
THE PREFERRED APPROACH
THE PREFERRED APPROACH

Powcher’s Hall from Firmary Lane

Potential area for future expansion to rear of Powcher’s Hall
THE PREFERRED APPROACH

3.6 CARE & SUSTAINABILITY

The Great Restoration of 1986-2000 put the Cathedral itself into the best state of repair for many decades. By continuing to repair and improve the appearance of the Cathedral and the buildings in its Precinct, and taking opportunities to improve access, the quality of the Cathedral as a visitor destination is enhanced. With a large historic estate, the maintenance and repair of its buildings are ongoing, and Chapter is dedicated to maintaining the fabric of the building through its Quinquennial Inspection programme and recommendations.

All conservation and repair work needs to be considered within the broader context of the Cathedral’s mission statement, operational goals and aspirational outcomes for major projects.

Further objectives can link these such as:

- Providing opportunities for people to develop skills which support the ongoing care and maintenance of the Cathedral’s historic fabric.
- Creating learning opportunities and public events linked to the fabric programme, which enable a range of audiences to engage with heritage and its conservation.
- Offering volunteering opportunities in support of the fabric programme.

Planning and delivering a fabric programme in ways which seek to reduce the Cathedral’s impact on the environment.
- Employing the services of local trades, where possible, in the delivery of the fabric programme in order to support the regional economy.
- Delivering fabric repairs in ways which meet conservation best practice.
- Taking opportunities to improve the way in which the heritage is documented and interpreted.

The Cathedral continues a programme of monitoring the internal environment: temperature and humidity sensors are located throughout the building and inside the Galilee Porch and there is data for some areas which goes back over 20 years. Chapter is aware that any proposal to change internal conditions by introducing new activities or sealing openings must be assessed in light of such monitoring and a period of assessment included in any proposal.

Recent stonework and window repairs to the North Transept
3.7 THE PRECINCT PROJECTS

Routes and Wayfinding

Prioritising the west entrance via the Galilee Porch as the main point of access to the Cathedral for both worship and visitors is a desired outcome. By improving the signage for visitors arriving from Ely Station this could divert visitors away from the south door and ensure all visitors enter the Cathedral from the west.

The idea of promoting the marked route through the precinct is to take visitors off the trafficked roads and through the parkland. This approach reveals the Cathedral in a more rural context and provides significant views of the historic precinct in a peaceful environment. The Cathedral precinct routes are currently advertised as part of the Ely Eel Trail which navigates a looping path from the Tourist Information Centre, through the Deans Meadow to the river and back up the High Street.

By signposting the last part of the journey for visitors through the Porta and along the Gallery to the west front, the amount of pedestrian and vehicular traffic in the south car park will be reduced. People and cars are a dangerous mix for signposted routes and as such the south car park should be for private or event use only. This should be enforced by using vehicular management measures. With Powcher’s Hall as the site for educational resources it is particularly important to control traffic in this area.

The most commercially ‘active’ elevation of the Cathedral is to the north, given its proximity to the High Street. The Cathedral itself runs parallel with the High Street and a number of small gates and alleyways give access between the two. Wayfinding does not only mean signs and signposts, but can be more implicit, for example by ensuring that any alternative door / entrance is clearly articulated to avoid any ambiguity.

The West door and approach should be maintained for worship and visitors alike and any secondary access needs to be visually articulated to clearly convey that it is subservient to the Galilee Porch.
Public Access & Views

There are a number of key vistas of the Cathedral and from the Cathedral. Strengthening the route through the precinct is intended to stitch these together. The elevated view of the Cathedral from Cherry Hill is a key opportunity and Cherry Hill is a significant historic asset in its own right and should be celebrated as a key feature of the visitor route.

The adjacent plan identifies those areas within the precinct which are public or have restricted access. Chapter wishes to maintain and improve the ethos of openness and welcome to these landscaped areas and there is little significant proposed change to this arrangement. Groups and individuals enjoy using the grounds of the Cathedral for a number of different reasons: as a route to a destination, a leisure walk, a cut-through to the City or for sightseeing. The road to the south door; south car park and Firmary Lane is used frequently by residents and visitors to give access to the Dean’s Meadow and station from the High Street around the east end of the Cathedral. This route takes visitors past the Dean’s Paddock, which currently does not permit public access.

The precinct landscape stitches into an important wider City context and network including the High Street to the north, Palace Green to the west and Jubilee Gardens to the southeast. As such, there exists a range of different edge conditions to the site where it joins the urban fabric beyond. To the South East where the precinct meets the Jubilee gardens, the transition from park to public garden is uncomfortable as it is divided by a busy road. This is addressed in the masterplan.

The connections to the High Street are typically closed at night to stop direct routes to and antisocial use of Cross Green and the East Lawn. From informal consultation with a Local Community Officer, these minimal measures work by reducing the amount of night time use, and as a result there is no desire to open these access points at night.

The Almonry Garden provides a private space for diners and is frequently used for events with the addition of a marquee adjacent to the High Street. The gardens are separated from the East Lawn by a wall and a small gate. The view from the East Lawn of the Cathedral is particularly popular.

The public toilets to the north side of the Cathedral, which are owned by Chapter, have now been closed down by the local council. Their continued existence is considered undesirable and their removal would be an improvement to the setting of the Cathedral.
Cross Green & Interpretation of North West Transept.

The Ely Perspective document presented a number of proposals for improving the area to the rear of the High Street, where Steeple Row backs on to Cross Green and some of these proposals have already been undertaken. Positive outstanding proposals include the setting of the trees in a pedestrian-friendly self-binding gravel, and the provision of additional seating, and both would provide significant enhancement to the north side of Cross Green.

It is recognised that the historic site of the North West Transept provides a key opportunity for interpretation and future development to ‘Heal the Scar’ left by the missing Cathedral fabric and is addressed in a number of the welcome facilities options forming part of this masterplan.

As shown in a number of the precedents opposite, many cathedrals, churches and visitor attractions use hard landscaping as a pedestrian-friendly approach which gives the opportunity for wide gathering spaces. This new hard landscaping could also be an opportunity to provide interpretation of the missing northwest transept.

The area to the north between the Galilee Porch and the Cathedral Centre is where Steeple Row, Cross Green and Minster Place meet. This would provide a logical site for traffic calming measures and a re-landscaped pedestrian-friendly area and has been explored in more detail in arriving at the preferred option. Possibilities for traffic restrictions in conjunction with County Council partners should be evaluated to allow for ease of movement and safe passage between the different Cathedral assets, which would be to the benefit of all the surrounding area.

Hard landscaping balanced with appropriate street furniture and soft landscaping will encourage locals and visitors to use this space as a public plaza; bringing people into the precinct and welcoming them in to the Cathedral.
Almonry Gardens & Dean’s Paddock

The Dean’s Paddock forms part of the landscape on the eastern side of the Cathedral precinct and during the course of the 20th century has become increasingly marginalised.

The Ely Landscape Conservation Plan by HLM identifies that “Up until the third quarter of the 20th century the paddocks appear to have remained as orchards, serving an ancillary horticultural function to the houses of the precinct, but they have now become denuded of trees and are much reduced in size by neighbouring housing development and car parking”.

A key to unlocking the potential of this site and improving its use and access would be to develop planting ideas for a Community Orchard with limited public access, using heritage species from the area. The route between the High Street and the Broad Street car park could provide improved views into the Paddock, and improving the width and transparency of the path would have a significantly positive influence on the setting of this area. The local Wildlife Trust has also suggested that the Paddock might simultaneously offer potential for wildflower propagation between the fruit trees.

Improved access and design in the Almonry Garden would promote the use of this underused space. This could be enhanced by promoting a sculpture garden for local artists or contemporary Christian Art, potentially on a revolving exhibit basis. The significant change in levels from the Almonry Gardens to the Paddock excludes easy access but could provide a key viewing point into the proposed orchard beyond.

Landscaping treatment examples

New stone bench to match Cross Green
Paving to Processional Way courtyard
New path alignment
Opening in wall to view orchard
Sculpture garden
Approach from car park improved with estate railings set back from path to reveal orchard
New community orchard planted with heritage species from the area.
East Lawn

The East Lawn provides spectacular views of the Cathedral where the scale and massing of the Cathedral and Lady Chapel dominate the space. Currently, the East Lawn consists of little more than an arcing path guiding visitors round the east end of the Cathedral and feels very much like a through route with little sense of destination. The route taken is not direct and therefore there are ‘desire lines’ where visitors and residents cut the corner. Combined with the proximity of the public wcs, the area has attracted local substance abusers and was recently the site for a break-in to the Cathedral.

For these reasons this location was discarded as a potential site of a new welcome building.

Proposals for reordering this area should improve the dynamism of the landscaping, create a sense of destination and improve links through to the Almonry Garden beyond. The Almonry Garden itself could be incorporated into these proposals and developed into a desirable reflective space and sculpture garden.

To ensure that people do not continue to make their own paths across the lawn, either the route of the path could be adjusted (although this may compromise the view of the Cathedral) or preferably, soft landscaping could dissuade visitors from forging their own routes.

Dean’s Meadow

The proposals for the Meadow should not interfere with the flexibility and adaptability of the parkland and should be constrained to activities for maintenance and upkeep. Such tasks may include regenerating land & removing undesirable plants, renewing neglected fencing, tree management, planting and pruning. There is scope for the meadow to be seeded to wild flowers and/or continue to be used for grazing of animals.
THE PREFERRED APPROACH

Cherry Hill and the Porta

Cherry Hill is of exceptional importance because of its origins as a Norman motte, restored and raised by James Bentham, Ely’s eighteenth century historian as a landscaped mound with a spiral path to the top. It is scheduled as an Ancient Monument. The flat Cambridgeshire terrain around Ely results in Cherry Hill being a pronounced landmark adjacent to the Cathedral, the significance and familiarity of which is promoted by the path through the Dean’s Meadow which runs alongside it.

The Landscape Conservation Plan identifies improvements needed to the accessibility and clearance of the ornamental mount. In conjunction with improvements to the Porta, the landscape proposals adjacent would establish new paths to promote an accessible route and restore Bentham’s Monument with stone benching to the summit, establishing Cherry Hill as a vantage point over the surrounding landscape and a key vista of the Cathedral. The view of the Cathedral could be informed and enhanced through considered interpretation.

Ely Porta

Clare Castle, Suffolk with accessible path

Benching to create destination and viewing point.
**Works Yard**

The existing works yard is located behind the Public WCs and space is stretched for both storage and activities for the Cathedral Clerk of Works’ team. As addressed later in the Masterplan, there are a number of areas being considered for the shorter term storage of Cathedral furniture; however, for the longer term storage of maintenance equipment and materials a new location is required. For a number of these, proximity to the Cathedral is preferred but not essential.

The existing location is convenient for smaller items and is very well located for the Cathedral; therefore an additional longer term storage solution is required on the basis that the existing Works Yard will be maintained for its current use. The proposal is for a purpose built two storey building within the grounds of Whitgift House for all machinery and equipment relating to the upkeep of the precinct, with storage for less frequently required artefacts.

**Parking**

There are a number of free car parks around Ely for visitors and local use. There is little need for the Cathedral to provide their own public facilities, as all those available are within a relatively short walk of the Cathedral.

The South car park, given its proximity to the new Education Centre in Powcher’s Hall, should be restricted to access for staff and special events only. By implementing a vehicle access control system, unauthorised vehicles will be unable to enter the car park. Oyster Lane, to the north side of the Dean’s Meadow, is currently used informally for parking. It is important that any proposed alterations to parking strategies in this area are considered in terms of their impact on the views and setting of the Cathedral from the precinct. A dense evergreen hedge is likely to be required as a screening measure to prevent cars on Oyster Lane blighting the view from the south.
THE PREFERRED APPROACH

Bishop Wynn Close

Bishop Wynn Close consists of four bungalows built around 1960. There is no immediate need to alter the configuration or use of these properties, but the Masterplan acknowledges that the site may present an opportunity for redevelopment in the future. If more of the historic buildings are adapted for education, outreach or community use, accommodation for clergy and staff might be provided here. If more buildings on Firmary Lane are used for outreach in the future, such as the recent redevelopment of Powcher’s Hall for education, there may be a requirement or appetite for moving additional residential accommodation to this site.

Broad Street Pedestrian Entrance and relationship with Jubilee Gardens

The Broad Street entrance provides the gateway between the Precinct and the Jubilee Gardens and the river. This is also the primary access point to the Cathedral from the station in the Masterplan proposals and provides a key opportunity for an enhanced arrival point and improved legibility of wayfinding. The procession up to the Cathedral can start informally from the station and then, at this location, the gates can celebrate the arrival into the Precinct.
3.8 THE PUBLIC BENEFIT

The enhancement of Ely as an essential place to visit

Respondents to the Economic and Social Impact Study undertaken in 2014 almost unanimously agreed that the Cathedral is the symbol of Ely, ‘the jewel in Ely’s crown’, increasing local pride. They saw the Cathedral as a valuable community facility for everyone, as well as a space for quiet reflection.

As Ely’s top tourist attraction, visitor spending at the Cathedral makes up a significant part of the local leisure economy: 209 people have jobs as a result of Cathedral activities, and Ely Cathedral generates £3.72m of Gross Added Value for the Ely and Cambridgeshire economy every year.

The Cathedral was perceived as making Ely a better place to live, and the clear majority of residents and visitors agreed that Ely Cathedral helped them deepen their understanding of Christian history, heritage and values. Visitors also agreed that their visit to the Cathedral motivated them to visit more heritage sites in the region.

Improvement of the interior of the Cathedral as a spectacle for visitors and access to a major new exhibition/interpretation space

By moving transaction out of the Cathedral, the beauty of the interior will be more evident and can be restored to its full dignity for the enjoyment of worshippers and visitors. The provision of a lift and stair to the North West Transept will unlock prime cathedral space for all visitors for the first time in 500 years, giving vast opportunity for permanent and temporary exhibitions, linking the social history of Ely with the Cathedral’s history for the first time, and thus offering access to treasures that at present is not possible.

Enforcement of the Palace Green/ Cross Green area

The proposals for new trees in pedestrian-friendly self-binding gravel and additional seating to the north of Cross Green and traffic calming measures and re-landscaping to the area between the Galilee Porch and the Cathedral Centre will be to the benefit of the people of Ely and visitors. It will provide a wide public plaza, allowing safe access between the different Cathedral assets and enhances and strengthens the link with businesses in the High Street and further afield in Ely.

Provision of new restaurant, shop and viewing facilities

By improving visitor facilities, the experience of visiting the Cathedral will be improved and greater visitor numbers can be accommodated. It is not considered that it will be to the detriment of the Almonry restaurant on the High Street, and by locating the shop and refectory outside of the Cathedral itself, it is felt it will attract further local people and visitors who would not necessarily want to visit the Cathedral itself.

Development of a community orchard

Improving pedestrian links between the Broad Street car park and the High Street will provide access and potential public use of the Dean’s Paddock for a community orchard and wildflower meadow for public enjoyment, and would have a significant positive influence on the setting of this area.

Restoration of Cherry Hill

The landscape proposals to clear and improve accessibility to the ornamental mount, in conjunction with improvements to the Porta, will be for public benefit as a vantage point over the surrounding landscape, provision of a key vista of the Cathedral and for interpretation of the city’s history.

Provision of additional parking spaces

Although there is little need for the Cathedral to provide their own public parking, due to the proximity of a number of free car parks in the vicinity, the provision of additional parking space for staff and special events will ease any pressure on these public car parks. Chapter is very conscious of parking issues in Ely and that the Cathedral needs to be part of the overall solution.

All these public benefits will enhance the Cathedral’s mission to be a place of Worship, Outreach, Welcome and Care.
# COSTING AND PHASING

## 4.0 COSTING AND PHASING

Please refer to Appendix A for description of other design options that have been considered.

### DESIGN OPTIONS

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### LANDSCAPE OPTIONS

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### MISC

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5.0 CONSULTATION

Shown below are the various groups who have been consulted during the process of producing the masterplan. Each workshop and consultation has fed into, and further refined, the scope and output of the masterplan to achieve a considered and informed set of proposals.

A timeline for the consultation undertaken to date is as follows:

- September 2014: Vision 21 Document produced by the Cathedral
- November 2015: Internal Consultation Workshop with Senior Managers
- December 2015 – March 2016: Monthly Consultation meetings with The Dean and Chapter
- March 2016 – External Consultation with Statutory Bodies
- April 2016 – Internal Consultation review with Senior Managers
- May 2016 – Consultation meetings with Friends of the Cathedral, Cathedral Council and Volunteers
- June 2016 – Public Consultation Day including Local Ely Groups

Design Consultation
A series of workshop meetings was undertaken with Chapter and Senior Managers to establish a list of priority projects and mutual desired outcomes for the masterplan proposals from all the Cathedral user groups.

Based on the four key areas of Worship, Outreach, Welcome and Care, the priority areas and dependencies were discussed and an adjacency analysis was undertaken to establish the dependencies and sequencing of the various desired outcomes. These diagrams have informed the range of considerations in the options analysis of the masterplan.

The Bishop’s House and Garden have been identified as potential aspirational assets that would add flexibility to the masterplan, although the possible time frame for any potential purchase is unknown and therefore its integration into the options has been limited.

Statutory Bodies
On 4th March 2016, representatives from a number of Statutory bodies were invited to a presentation of the draft masterplan proposals, including: East Cambs and Ely City Councillors, the Conservation Officer, John Neale from Historic England, the deputy chairman of the CFCE, Sir Paul Britton and the CFCE’s Cathedrals Officer.

Written correspondence has been received from the Cathedrals Fabric Commission. The principal elements of the feedback received were positive and included:

- Option 01 & 02 are not favoured as shop ticketing and café are not fully removed from the Cathedral
- The Commission were unconvinced that Option 03 would be the most advantageous in terms of impact on fabric, views and provision of welcome.
- The Commission would not wish to see Option 04 ruled out as it could be a striking project which would capture the attention of world-class architects.
- The Commission would encourage the Chapter to look at option 05a as a preference. This is because creating new facilities in a building outside the Cathedral gives the optimum opportunity to achieve exactly the facilities desired, both now and for the future. The Commission appreciates that the current building performs an important function in giving community and charity groups a place to meet cheaply or for free, and that Chapter does not wish to withdraw this. This aspiration ties clearly into the vision of openness and welcome and is supported by the Commission.
- Option 6 on page 72 is felt to be less desirable in terms of tying the cathedral facilities into the town because it does not face onto the town.

“The Commission was encouraged to hear of the enthusiasm and support of local councillors, which was very evident at the session in Ely. It is keen to continue to support the Cathedral in its masterplanning efforts and offers this advice as such.”
Wider Consultation
A number of Consultation meetings were held with the Friends of the Cathedral, Volunteers, Cathedral Council and members of the Congregation through April and May, including a further meeting with the Senior Managers.

An invited Consultation presentation was held in the Cathedral on 7th June 2016, followed by a public Consultation display which was set up in the South West Transept for two weeks. Feedback forms were available and could be left for comment.

A summary of the comments received include:

• Pedestrianisation of The Gallery is seen as positive and this landscaping links the Cathedral Centre to the Cathedral and the High Street
• Support for strengthening the link between Cathedral and the High Street
• Engagement of Fore Hill and landscape upgrade proposals are supported
• Cross Green improvements through welcome option 03 are seen as positive
• Options 03 and 05 clearly ‘heal the scar’ and push transaction space outside of the Cathedral

• Landscaping is key to ‘bridging the gap’ with the High Street
• Emphasis on the importance of the Galilee Porch as the main entrance for all
• Improved access, use and appreciation of the North Triforium is constructive
• Concern that social and community events currently held in the Cathedral Centre should be accommodated

November 2015: Early internal Consultation Workshop with Senior Managers
June 2016: Public Consultation presentation and discussion forum
June 2016: Public Consultation display in the South West Transept
The feedback forms asked for an indication of support on the proposals for the enhancements to Worship, Outreach, Welcome and Care, as well as the various proposals for enhancing the landscape and wider precinct. There was also an opportunity to comment and indicate level of support for the various Welcome design options, and express a preference. The feedback forms have been collated, recorded and analysed and the following overall levels of support were received. All comments have been transcribed and are available for review as a separate document.

5.1 PUBLIC CONSULTATION FEEDBACK RECEIVED

Would you support the Cathedral in seeking to enhance the facilities for Worship (liturgical furnishings, heating and lighting)?

YES 94%

Would you support the Cathedral in seeking to enhance the facilities for Outreach?

YES 91%

Would you support the Cathedral in seeking to enhance the facilities for Welcome (information, ticketing desk, refectory, shop, wcs)?

YES 94%

Would you support the Cathedral in maintaining the Galilee Porch and West door as the entrance for all visitors?

YES 72%

Would you support a proposal to install a glazed lobby within the Galilee Porch?

YES 90%

Would you support the Cathedral in the continued care and upkeep of the grounds?

YES 100%
Specifically would you support the Cathedral developing the following landscaping and precinct projects?

- **Deans Paddock Community Orchard**: 60% YES, 40% NO
- **Make the North Gallery Pedestrian-Friendly**: 60% YES, 40% NO
- **Additional Car parking to Oyster Lane**: 37% YES, 63% NO
- **Precinct Signage & Route Marking**: 62% YES, 38% NO
- **Dean’s Meadow Care & Upgrade**: 67% YES, 33% NO
- **Additional Staff / Visitor Parking at Broad Street**: 54% YES, 46% NO
- **Broad Street Entrance & Crossing**: 42% YES, 58% NO
- **Improvements to Rear of Retail Units**: 85% YES, 15% NO
Positive comments received include:

‘Architecturally (the Cathedral) attracts many who do not otherwise attend church. This is an opportunity for outreach if they are welcomed appropriately’

‘Moving the entrance would be beneficial - not least in terms of physical comfort and ease of providing information for visitors’

‘Cherry Hill and Dean’s Paddock would show local people that the Cathedral is there for them’

‘Please, please, please do something about bins and rubbish behind High Street shops!’

‘Long may your good work continue so this building remains both an attraction and an asset culturally, ethically, architecturally’

‘I am fully in support of landscape changes shown on display boards - Ely needs to keep improving for sake of residents and visitors, but so vital it’s sympathetic to our beautiful Cathedral’

‘The Cathedral houses a living community and it is this life which needs supporting and enhancing. Moreover, it has a living ministry which extends to Ely and far beyond in terms of its visitors. Any of the proposals would enhance the life and work of the Cathedral. All who have worked on this so far should be congratulated!’

‘The proposal landscaping will be a great asset for visitors and Ely citizens.’

‘Good idea to have the shop/café on the outside of the building….Customers who perhaps wouldn’t like to set foot inside the cathedral building itself may feel happier to use them, which in turn would increase income to the Cathedral’

‘Fantastic to re-use the Cathedral centre and make use of neglected Triforium level’

‘Great idea to have facilities outside the worship area but close enough to be able to make the link between Cathedral and visitors’

‘I think it would be better to move refectory/shop out of the Cathedral building’
The objective of this option is to illustrate how the Cathedral could accommodate the range of enhanced welcome facilities within the main body of the Cathedral. The only external alteration presented here would be for the new stair and lift access to the North Triforium in the location of the historic North West Transept; this is a key ambition of the Masterplan for ‘healing the scar’ and is common to all options.

**Entrance & Reception**
Entry for all visitors is gained through the West Door and Galilee Porch with the point of ticketing brought forward from its existing location out of the Nave and under the west tower. This creates a clear point of welcome and information with less compromise to the view through to the Nave.

**Kitchen and Refectory**
The kitchen and refectory facilities are shown in the North Aisle. This is the previous location of the shop and hence fails to remove the visual clutter and transaction points from inside the Cathedral. The ability of the Refectory to offer a broader range of hot food would be compromised by the limited facilities which could be accommodated in this area.

Any additions or alterations to the inside of the Cathedral are likely to attract opposition. The commercial opportunities for using the Cathedral for large events and filming will also be compromised by these additions.
Shop

The shop is shown located in the South Aisle, and is a similar size to the existing shop. This proposal does not remove commercial transactions from the Cathedral.

The location of the shop in the South Aisle does present an opportunity to create a walk-through configuration as an exit route on completion of a designated visitors route around the Cathedral. However, the Triforium access and wcs are on the north side of the Cathedral and visitors exiting from this point may miss the opportunity to visit the shop.

Interpretation

The range of interpretation spaces would need to be carefully planned and clearly indicated.

By utilising the long length of the North Triforium in all of the Welcome options for interpretation it is possible to divide the space into both permanent and temporary interpretation displays and exhibitions.
Option 01 overview

- No extension of proposal onto cross green
- Clear point of approach and entry through west door
- Visitors can be directed through shop on exit
- Fully accessible interpretation space in North Triforium
- Scope for exhibition and event spaces
- ‘Healing the Scar’
  - Ambiguous ticket line
  - Nave aisles not freed up for worship
  - Main transaction spaces within Cathedral
  - Little sense of direction or sequence

As shown in the image above the existing shop in the North Aisle of the Cathedral presents visual clutter and little opportunity for promoting its wares.
DESIGN OPTION 02

Option 02 develops Option 01 by reducing the visual clutter at ground floor level of the Cathedral back to the existing level. The shop remains in its current location with ticketing and reception accommodated in a new low level NW Transept entrance pavilion located on Cross Green and the new stair and lift access and wcs in the North Triforium.

**Entrance & Reception**
In this proposal, the ticketing area would be in the new pavilion on Cross Green. However, worshippers and other visitors would be free to enter through either the West or North West door and would have to be steered toward the ticket desk, if appropriate.

**Kitchen and Refectory**
By locating the Refectory and kitchen at Triforium level these facilities are able to benefit from the grand architecture of the Cathedral and the views across to the South Triforium and down into the Nave. The disadvantage of this would be that the noise pollution would be difficult to control. Considerations for waste and delivery provision would also result in a limit to the offer that the Refectory could make and would likely be a simple servery rather than fully functioning kitchen.

The architectural impact of this proposal would need to be carefully detailed to minimise the visual effect on the historic fabric of the Cathedral.
Shop
With the shop remaining in its current location the existing compromises would still be evident; namely the intrusion on the worship space of the Cathedral and the visually temporary nature of the fittings and fixtures.

The shop in this location is visible to all who enter the Cathedral and for this reason, if made more enticing than existing, could benefit from a better level of trade but would be limited in its size as it is at present.

Interpretation
By utilising half of the North Triforium for the Refectory, the extent of interpretation space is significantly reduced. Additionally, it is difficult to enforce and form a pay line to this area as visitors may wish to visit the cafe without a ticket. As such it would be possible to gain some of the best and most exclusive views of the Cathedral free of charge.

Integrating interpretation with cafe facilities makes the presentation more informal. This can have the benefit of encouraging visitors who would typically be intimidated or initially uninterested to take more interest.

Landscaping
As the single storey pavilion extends onto Cross Green it provides an opportunity for interpretation of the historic North West Transept through hard and soft landscaping and new paving. This new paving would provide a visual cue for visitors approaching from the High Street and Minster Place that this is the point of entry.
Option 02 overview

- Separate entrances for worship and visitors
- New ‘front door’ for High Street approach
- Visitors can be directed through shop on exit
- Fully accessible interpretation space in North Triforium
- Scope for exhibition and event spaces
- ‘Healing the Scar’
- Refectory benefits from architecture of the Cathedral
- Brings new visitors into the body of the Cathedral

X Proposal encroaches on Cross Green
X Functioning kitchen reduced to servery
X Noise pollution of Refectory activities
X Pay-line difficult to enforce
X Free views of Cathedral interior
X Nave Aisles not freed up for worship
X Main transaction space within Cathedral
X Ambiguity of entrance
Option 03 presents a new large pavilion, sited in part on the location of the historic church of St. Cross. This prominent location on the north side of the Cathedral presents an opportunity for a striking contemporary addition to the Cathedral, to be installed in conjunction with new stair and lift access and wcs in the North Triforium. As this is a north facing site, the use of glazing would not suffer the heat gains and exposure of a similar south facing site and could therefore be a lightweight structure complementing the solid architecture of the Cathedral.

Entrance & Reception

The point of entry to the Cathedral for paying visitors could be easily defined by the new architecture. This provides a clear narrative of approach, entry circulation and location of the pay line.

A long pavilion would ensure that the entrance would be visible and clear for any of the routes from the High Street, in conjunction with new hard landscaping to Cross Green.

As with option 02, a visitor would enter the Cathedral from the north west into the Narthex, and this would present an opportunity for the South West Transept to be the key first view of the Cathedral interior. Works to improve the setting or relocate the font would improve this view.
**Kitchen and Refectory**

The location of the catering facilities would allow the Cathedral to maximise both internal and external space available by seasonally opening onto Cross Green. This has obvious benefits in the summer months but additionally the new facilities could link to the temporary marquees used for Christmas events. Other events could also be catered for in this way.

By siting the facilities in a visually independent structure, largely detached from the Cathedral, there is a clear distinction between the freely accessible Refectory and the ticketed visitor attraction of the Cathedral. This makes the Refectory an independent asset which would benefit from visitors who may not have an interest in touring the Cathedral.

**Shop**

Where currently the Cathedral shop is hidden within the main body of the church, the proposed pavilion would maximise the active elevation approached from the High Street and Minster Place.

The location of the shop immediately adjacent to the point of ticketing would form a positive relationship with a designated visitor route. Visitors are made aware of the shop upon entry, and can explore the offer on exit.
Interpretation
The location of the welcome facilities on Cross Green allows for a mix between the shop, café, ticketing and informal external interpretation. The landscape proposals can provide routes and directions to visitors to ensure that they benefit from the key views of the Cathedral whilst also presenting opportunities to educate and inform with signage and information points.

As with all the other options, option 03 uses the North Triforium as an opportunity for flexible permanent and temporary interpretation and exhibition space.

Landscaping
Any development will require consultation with local authority and amenity bodies.

The architectural proposal would have a strong visual relationship with Cross Green and the High Street beyond. A landscaping scheme would enhance this by ensuring that the spaces created are scaled and configured for a range of uses throughout the year, with lawn space for temporary marquees, paving for route making and a terrace for seasonal outdoor functions.

Storage
It may also be feasible to integrate a storage facility for chairs and staging by extending the Cross Green structure.
OPTION 3 VIEW FROM PALACE GREEN
Option 03 overview

✔ All transactions removed from Cathedral
✔ Clear separation of pavilion and historic fabric
✔ Scope for high quality Shop and Refectory with terrace
✔ Fully accessible interpretation space in North Triforium
✔ Scope for exhibition and event spaces
✔ Scope for storage
✔ ‘Healing the Scar’
✔ Strength of relationship between proposed pavilion and landscaping of Cross Green

✗ More development on Cross Green
✗ Proposal obscures low level north elevation of Cathedral
DESIGN OPTION 04

It is important that one option considers an approach which reinterprets the massing of the lost North West Transept. This Option 04 considers a modern architectural proposal which reflects the missing North West transept in its style, massing, materiality and architectural form.

As this proposal would use the plan form of the South West transept as its precedent this option would likely be the largest floor area of the proposed welcome options, and given the proposal’s size would be the most expensive of the proposals.

Entrance & Reception

As with previous options, the ticketing area would be in the North West Transept, with the advantages and disadvantages already stated.

The North West Transept is unlikely to have ever been used as a primary point of access to the Cathedral and therefore any recreation of its massing would need a significant new opening to the North.
Kitchen and Refectory

The Refectory facilities are located on the intermediate and Triforium levels of the rebuilt NW Transept and would benefit from high level views across the rooftops of Ely. Situating a cafe at higher level would lead to more complicated delivery arrangements.

As identified in Option 01, by situating the Refectory within the mass of the Cathedral itself, it is possible that a number of potential visitors may be deterred.

Shop

Due to the increased width and depth of the ground floor plan compared to the other welcome options, this provides an opportunity for incorporating the ticketing and arrival directly adjacent to the shop. This could be advantageous in creating a ‘walk through’ shop and increasing visitor’s exposure to the merchandise on offer. It would be possible to close the door to the North West transept and isolate the transaction functions from the Cathedral during times of worship.

Interpretation

As considered in other options, the architecture of the newly rebuilt NW Transept could contribute towards the overall interpretation of the Cathedral. The form would clearly signify the scale and extent of the historic Transept, and the materiality could provide additional commentary. Arguably, this design would ‘Heal the Scar’ best.
Landscaping

The architectural form of the proposal and the landscaping would be pivotal in ensuring that the new visitor reception area is clearly identified. The new paving would need to provide a visual cue for visitors approaching from the High Street and Minster Place that this is the optimum point of entry for visitors.

Option 04 overview

- Rebuilding on assumed footprint of historic North West Transept
- Fully accessible interpretation space in North Triforium
- Scope for exhibition and event spaces
- ‘Healing the Scar’
- Scale of proposal competes with existing fabric
- Significant cost
DESIGN OPTION 05

Option 5 considers reordering the existing Cathedral Centre building to form a new visitors’ centre. This option provides flexibility for accommodating all of the required visitor facilities in a slightly detached location from the Cathedral but with visual links.

The existing building has an intermediate level between the primary floors and this results in an inefficient use of space; this inefficiency would be inherently retained in the proposals, as would the difficult staircases.

With the potential new use of the Cathedral Centre in both Options 05 and 05a, consideration needs to be given to accommodating the community Outreach and Cathedral own community events that currently form an important aspect of the existing Cathedral Centre. With the recent acquisition of the Grace Building on the other side of Minster Place and the Steeplegate Tea Rooms, there is now the opportunity for these to be relocated.

Entrance & Reception
Entry to Cathedral would be proposed through a single storey ticketing pavilion on Cross Green as per Option 02, in conjunction with new stair and lift access and wcs in the North Triforium. In this way, the new building element on the site of the NW Transept would form more of a visual dialogue with the Cathedral Centre, strengthening their relationship.
**Kitchen and Refectory**

The Refectory would be located on the first floor of the Cathedral Centre with a direct view of the Cathedral. The catering facilities would be located in a new single storey extension to the rear (levels and structure permitting) shown on the previous plan in orange.

The existing building would benefit from some works to improve the size of windows looking south and therefore the views of the Cathedral from the proposed first floor café would be enhanced.

As with other options, any catering on the first floor suffers the disadvantage of servicing and deliveries, and additionally, the lack of a ‘shop window’ to encourage visitors in.

**Shop**

The location of the shop on the ground floor of the new visitor centre does not benefit from being situated on the route of entry or exit to the Cathedral as in other welcome options. However, this location does have the advantage of bridging the gap between the Cathedral and the commercial aspect of the High Street and could attract more passing tourists.

A secondary gift counter in the ticketing pavilion would help to overcome some of these shortcomings and would provide an additional point of sale.
Interpretation

By ensuring that the existing Cathedral Centre is better engaged with the Cathedral and the landscaping opportunities between there is an increased scope for an area of external interpretation to the north west of the Cathedral. This key gathering point would inevitably become a prime opportunity for engaging visitors with the Cathedral. A coordinated interpretation and landscape strategy would increase the ability of the Cathedral to reach out and educate visitors. The North Triforium would be dedicated to interpretation, education and exhibition as in all the previous options.

Landscaping

For the success of this option it would be essential that the visual dialogue between the Cathedral Centre and the Cathedral would need to be improved through alterations to the building façade, enhanced by hard and soft landscaping.

The landscaping would be pivotal in ensuring that visitors understood the relationship between the two buildings and therefore were encouraged to move between the two.

A strong pedestrian link/plaza is shown as part of the proposals for Option 05A but would be equally suitable for use with Option 05.

Option 05 overview

- Visitor centre mediates between High Street and Cathedral
- Removal of transaction spaces from the Cathedral
- Fully accessible interpretation space in North Triforium
- Scope for exhibition and event spaces
- ‘Healing the Scar’
- Shop separated from entry and exit points
- Loss of physical connection between facilities and Cathedral
- Only cosmetic upgrade to existing inefficient Cathedral Centre
Adjacency Analysis – Bishop’s House and Gardens.

An aspirational view to see how all the key aims and aspirations for Welcome related to the potential site of the Bishop’s House and Gardens, and how each relates to others to inform the options appraisal. These have been illustrated graphically to identify the adjacencies and dependencies.
In the Statutory Bodies’ consultation, this proposal is referred to as ‘Option 06’. The Bishop’s House and Garden are not currently in Chapter ownership and therefore this option was not included in the public consultation as the Bishop’s Garden is regarded as a longer term aspirational acquisition, the timescale for which could significantly impact the viability of this approach.

In line with the plans for potential additional educational facilities, the number of options and iterations for how the Bishop’s Garden is best used will depend on whether its acquisition is possible, phased and either a short or longer term ambition. Each of these influences the proposals in this area. As such, the proposal illustrated is indicative only and shows the area being used for welcome facilities.

- Dependent on acquisition of Bishop’s House and Garden
- West entrance maintained for visitors and worship
- Ticketing under west tower as Option 01
- Interpretation route through Prior’s door cloister with new extension link into walk-through shop
- The main pavilion is a single storey development behind the wall to The Gallery
- Potential for new openings in the wall to The Gallery subject to consents
There remain further opportunities for events and interpretation in the Garden as well as opportunities for Education, Conference and Outreach use in the Bishop’s House.

- Larger opportunity for size of facilities including the number of WCs
- Kitchen and refectory can be extended/appended for events
- Historic opening in SW transept re-opened
- Levels to be addressed via ramps, platform lift and steps
- North Triforium interpretation as option 01
This paper provides an assessment of the Cathedral at Ely, in both its local, national and international context. It shows how the ancient foundation of the Abbey has influenced the layout and development of the city, and shows how the Abbey, growing wealthy after its re-foundation, grew to dominate the region. The Cathedral of Ely is among the half-dozen finest cathedrals in England, ranking in any estimation with the cathedrals of Durham, Lincoln, Salisbury, or Wells. In addition, a very large number of buildings survive from the monastic cloister and its subsidiary houses. This makes the whole complex of outstanding importance.

The early history of the monastery at Ely is obscure, revealed only in a series of historical cameos: the foundation by Etheldreda, formerly queen of Northumbria, in 673, and the legends surrounding it; the decline and abandonment during the occupation by the Vikings, and the subsequent refoundation during Dunstan’s revival of the church; and finally the rebellion against William the Conqueror and the long siege of the island, then occupied by refugees from elsewhere in England, including Siward, Archbishop of Canterbury, Earl Morcar; and a South Yorkshire thegn, Hereward, whose name became synonymous with the siege, thanks to the adoption of this shadowy figure as the epitome of English reserve at the time of Victorian imperial expansion.

What the first abbey was like, and indeed exactly where it was on the Isle, has until recently been uncertain. About a mile to the west of the present cathedral, excavations at West Fen have revealed a large settlement whose history matches that of the abbey, from its foundation in the 7th century, decline after c.850, and survival in a reduced scale into the medieval period. While this site has been claimed as Etheldreda’s monastery, and its foundation, rise, and abandonment mirrors the known history of the Abbey, the nature of the buildings and general layout, together with the types of artefacts uncovered, suggests that this was not itself an ecclesiastical site, but an agricultural and industrial town, presumably linked to the abbey which it supplied with goods and produce, and so it reflected its patron’s rise and fall. On the present cathedral site, excavation has uncovered Saxon debris beside the choir and a substantial foundation underlying the corner of the present West Front, which suggests that part of the monastery, at least of the 10th century, lay under the nave of the cathedral, and the documented translation of St Etheldreda, her sister, and others of her supposed family, suggests that her old abbey church lay close beside the new late Saxon building.
Ely is thus one of a very important group of early monastic foundations. Earliest is St Augustine’s Abbey at Canterbury, at the end of the 6th century; a small number were founded in the next decades, but it is not until the middle of the seventh century that monastic foundations become numerous: the first were at Winchester, Bradwell in Essex, and Peterborough. Slightly later were Hexham and Ripon, and the foundations of Biscop at Monkwearmouth and Jarrow. All the latter belong to the 670s, and so Etheldreda’s foundation at Ely falls exactly into the period of colonisation by the church of the previously pagan lands of East Anglia, Mercia and Northumbria.

After 695 very little is reliably known of the history of the Abbey. Much later accounts tell of destruction due to the arrival of the Vikings, if or after the middle of the ninth century. The cult survived, though the monastic community was dispersed. A group of secular priests is mentioned in the 10th century, apparently protecting the tomb of Etheldreda. After the middle of the 10th century Ely Abbey was refounded during the monastic reform of St Dunstan, Archbishop of Canterbury. He replaced the canons with Benedictine monks, pledged to celibacy, and presumably helped with the reconstruction of the old Anglo-Saxon church. Ely thus joined the group of new foundations or re-foundations at Glastonbury, Winchester, Chertsey, Milton, and elsewhere. The ancient monastery had been a double house for males and females.

Now under the new jurisdiction Ely was refounded as a house for monks alone. Under the patronage of Bishop Aethelwold and the King the Abbey prospered, with royal gifts, and a rapid accumulation of a landed endowment. The first Abbot of the new foundation, Byrtnoth, reburied the two sister saints and added Whtburh, a supposed sister: Eormenhild, Etheldreda’s niece, was included, to make an imposing quartet of virgins, with statues covered by gold and jewels.

By the 11th century the monastery was prosperous and growing, a favourite of King Canute. The ancient church had been rebuilt, on a suitably large scale. The little evidence we have suggests that it lay under the nave of the present cathedral, with towers at the transepts, and perhaps a freestanding tower beyond its west front. This must have been one of the grandest churches in Anglo-Saxon England.

The western settlement at West Fen provided supplies and industry for the new Abbey, but a separate town for trading was located between the ecclesiastical site and the new cut in the Fen to its south-east. Excavations in the Paddock to the East of the present precinct have produced settlement débris and postholes of the 8th century and later, showing the location of at least part of the town. A massive ditch and bank of the mid 11th century marks the northern side of the Abbey precinct, and traces to the SE of the site perhaps mark the burghal boundary on this side, both lines running down to
the river. The layout of roads to the west, St Mary’s Street and Silver Street, suggests the former location of a boundary on this side. The resultant plan is suggested in the map below. This was the Abbey at the time of the Conquest, when Ely provided the last uprising against the Conqueror, and the massive bank and ditch at the northern side of the site may be a reflection of this troubled period.

After the suppression of the rebellion, a castle was built on the slope to the south of the monastery, its gate aligned with the extramural road around the burh, and its motte dominating the Abbey, to maintain control. The principal gate to the north, known as Etheldreda’s gate or the Gate of the monks, led directly from the precinct into the market square. The excavations at the side of this gate have shown no traces of an early entrance at this point, and so perhaps this gate belongs to a completely new layout, at the beginning of the 12th century.

During the 1070s and after, a series of abbots tried to regain lands lost at the conquest. The last, Simeon (d.1093), achieved a reasonable settlement with the neighbouring Norman lords, and began rebuilding the Abbey on a suitably large scale. The east end and the transepts were completed first and Etheldreda and her sisters were reburied in the new East End by 1106, just before the creation of a new bishopric of Ely. The demolition of the Anglo-Saxon church thereafter must have continued rapidly, since the west front of the new building seems to have been reached by the 1120s. The building was on an enormous scale, making it one of the half-dozen largest churches in England. The earliest work in the transepts has some of the severity of Winchester but the design of the nave in which all the angles are softened by roll mouldings and enriched by delicate freestanding shafts in the gallery and clerestory is of exceptional beauty and refinement. By the time that the church was completed nearly 100 years since its beginning, it rivalled the great Abbey of Bury St Edmunds in its scale and quality. At the same time the buildings of the monastic cloister were finished, though now only fragments survive of them.

The fame of St Etheldreda continued to grow, and Bishop Northwold built an elegant east end in the 1230s and 1240s, to house a new shrine for the Saint. This East End is the most refined and richly detailed English building of its period, with a quality greatly exceeding that of the earlier 13th century work at Rochester Cathedral, and with a scale much larger than the delicate contemporary work at, for example, Pershore Abbey or Southwell Minister.

Problems involving the mixing together of monks and female laity in the area of the high altar and the altar of the Lady Chapel (then in the south choir aisle) led to the addition of a new lady chapel to the north of the cathedral. Shortly after this had been begun, in March 1321, the central tower showed signs of collapse (probably because of interference with the drainage) and fell in February 1322. With the confidence remarkable under the circumstances, the chapter continued to build the Lady Chapel, and began a glorious replacement for the collapsed tower in the form of a giant octagon. It was a period in which octagons had become familiar, particularly in secular architecture, with the towers of Carnarfon Castle or Denbigh Castle, while few octagons had been seen in churches since the end of the Ottonian period. The new design allowed the foundations to be placed outside those of the Norman tower, with stone arches supporting a high wooden vault surmounted by a tall lantern. The result is outstanding, and rightly makes Ely one of the greatest of our Gothic churches.

Work on the cathedral would have consumed the energy and funds of a lesser body. It is thus remarkable that during the very years of the building of the Lady Chapel and the octagon, the chapter undertook a major rebuilding of the prior’s house, the great Hall, and other of the buildings to the south of the cloister. What is now left here tells an interesting and important story about the aspirations of the upper classes in the monastery, and the expectations of the Royal and noble visitors. While this can be seen elsewhere, for example in pre-fire Westminster, it is at Ely that we see these important developments most clearly.
Ely is, quite simply, one of the most striking and significant ecclesiastical sites in Europe. With its Anglo-Saxon history, and the evidence for the troubled times after 1066, it combines a huge and well decorated Norman Cathedral developed into a glorious East End of the second quarter of the 13th century, and then crowned with the 14th century octagon and Lady Chapel. Very few cathedrals can show such high-quality work over so long a period of time, and when one adds to this the clear evidence for the early Norman development of castle and town, it is difficult to find a spot whose history is so revealing.

The post reformation history is that of a major cathedral in a quiet country town, but the collapse of a corner of the North Transept in 1699, and its subsequent careful reconstruction by Robert Grumbold shows an early antiquarian interest and great respect for the Romanesque architecture. James Essex undertook timely and major repairs to the Choir Roof and the Octagon and Lantern in the eighteenth and early nineteenth centuries and Robert Willis reconstructed the South West Transept in the 1840s in a historically correct style. The greatest ‘restorer’ was undoubtedly Sir George Gilbert Scott, appointed early in his career by Dean Peacock, Scott undertook much external repair alongside John Bacon, Clerk of the works, including a major reconstruction of the Octagon and Lantern. Internally he reordered and moved the choir stalls to their present position, created the presbytery and designed the reredos, choir screen and choir aisle screens, pulpit, font and laid out new floors in the Nave, SW transept, Choir and Presbytery. During this time the ceilings of the Nave, SW Transept, the Octagon vault and the interior of the Lantern were painted by Henry Le Strange of Hunstanton Hall and Thomas Gambier Parry.

Dean Peacock also turned his attention to the precinct, persuading the canons to give up individual plots of land to create a landscaped park, now the Dean’s Meadow and Cherry Hill Park which together combine a unique rural setting for the cathedral.

The achievements of Peacock, Scott, Bacon, Le Strange and Gambier Parry powerfully transformed the appearance of the building to the extent that very little changed until the last quarter of the twentieth century when further major repair campaigns were undertaken to roofs and masonry by three Surveyors, Donovan Purcell, Peter Miller and Jane Kennedy, the latter adding the Processional Way and reflooring the Lady Chapel at the turn of the millennium.

Professor Philip Dixon, Cathedral Archaeologist and Jane Kennedy, Surveyor to the Fabric
etheldreda founds monastery for men and women in 673

vikings sack monastery mid century

Benedictine Monastery founded under Dunstan in mid century and Anglo Saxon Church and monastic buildings constructed

the monastery is surrounded by banks and ditches and holds out against the armies of William the Conqueror, and the Abbey church and Monastic buildings are rebuilt after 1086 by Abbot Simeon and a motte and bailey castle constucted form 1071

The church becomes a cathedral in 1109 and building of the church continues throughout the century

Bishop Northwold demolises apse and extends the presbytery by 6 bays in the gothic style

collapse of central tower in 1322, construction of Lady Chapel and central Octagon and lantern. Redevelopment in the monastery with a number of halls developed for monastic officials

alterations to windows and clerestories

alterations to cloister, Chantry Capels to bishops Alcock and West added; the reformation and dividing up of the precinct

Oliver Cromwell protects the cathedral from damage during the civil war by closing the cathedral

rebuilding of the NE corner of the N transept after a collapse in 1699

significant restorations of the roofs and Octagon under James Essex who also moves the choir stalls to the east end of the presbytery

significant restoraions under Robert Willis and Geoge Gilbert Scott, the choir stalls moved west and extended, new choir screen, pulpit, lectern and font

significant conservation of roofs and stone work , glazing etc to the cathedral and precinct buildings. Intensity of use of the buildings increases and Kings School develops rapidly
APPENDIX C: SUMMARY ECONOMIC AND SOCIAL IMPACT STUDY 2015

Impact Study – why now?

- The role of cathedrals locally and nationally receiving increasing attention
- Competitive climate for funding
- Increasing requirement to evidence what we do
- Chapter commissioned Burns Owen Partnership to carry out the research
Aims and objectives

- Provide credible figures and qualitative insights
- Identify gaps where we might do things better
- Help inform Cathedral’s planning:
  - strategy for future development
  - capital projects
  - investment in socially beneficial work

The methodology

- Designed to be compliant with HM Treasury ‘Green Book’ guidelines for assessing the impact of government spending
- Collection of financial data
- Quantitative analysis of 5 surveys, 16 interviews and 2 Focus Groups
**Economic impact**

- Addresses the Cathedral's impact on the City of Ely and Cambridgeshire
- Utilises data on how much the Cathedral itself spends (e.g., on wages, suppliers)
- Utilises data on how much our visitors spend at the Cathedral and elsewhere, and the knock-on effect of this spending when reinvested in the local economy

**Social impact**

- Addresses the Cathedral's social impact as viewed by those who interact with it regularly
- The benefit the Cathedral brings in terms of wellbeing, something learned or social relationships forged

**Groups consulted**

- Strategic stakeholders (senior figures within the Cathedral and local government)
- Congregation
- Casual visitors
- Business community - Ely Cathedral Business Group
- Events attenders
- Learning beneficiaries
- Community groups
- Volunteers
Overview

“It’s undefinable – but if you took it away people would know what they missed”

- The Cathedral is perceived as the ‘jewel in Ely’s crown’
- Survey respondents from all groups almost unanimously agreed that the Cathedral is a symbol of Ely, increasing local pride
- 78% of event attendees agree or strongly agree that they experienced exceptionally high quality music/arts events
- Survey respondents overall saw the Cathedral as a valuable community facility for everyone, with 83% of visitors, 92% of event attenders, and 60% of Ely Cathedral Business Group members agreeing with this statement
- 84% of visitors agreed that the Cathedral allows people a space for quiet reflection

Our economic impact

Ely Cathedral generates £3.72m of Gross Value Added for the Ely and Cambridgeshire economy every year*

Aside from King’s Ely School and Ely’s large supermarkets, most businesses in Ely employ less than 5 people. The Cathedral is one of Ely’s most significant employers: its direct and indirect contribution to employment in Ely and Cambridgeshire can be calculated as equivalent to 200 jobs**.

As Ely’s top tourist attraction, visitor spending makes up a significant part of the local leisure economy:

- Cathedral visitors spent over £2m at the Cathedral itself
- A further £3.1m was spent by those same visitors on goods and services elsewhere, £2.1m of which was spent within Ely City

*GVA is the contribution to national Gross Domestic Product (GDP) of the businesses and organisations being analysed
“It’s a wonderful building – when I was ill all I wanted was to go into the building before going home”

98% of respondents to the Congregation survey said that Ely Cathedral makes Ely a better place to live

78% of event attendees and 61% of visitors said that our Refectory and Almonry Restaurant were good places to meet with friends or family

82% of Congregation members agreed that attending a service improves their wellbeing, and 87% agreed that they felt uplifted

79% of visitors agreed that their visit to the Cathedral motivated them to visit more heritage sites

The vast majority of respondents agreed that Ely Cathedral had helped them deepen their understanding of Christian history, heritage, values and worship

“...the value is immense, it’s a huge part of their life, and the place they all miss most when they leave” (Head, King’s Ely School, on King’s Ely students)

- A total of 109 school groups visited the Cathedral in 2013/14, the majority from East Cambridgeshire with up to 10% from further afield
- 79% were state schools, and 21% independent schools.
- 800 children attended free holiday drop-in sessions in 2013/4. Many of these families had never been to the Cathedral before.
- Despite no advertising budget and only one full-time staff member, the Cathedral Centre is now almost full to capacity with regular bookings from over 40 different community groups.
- 93% of Cathedral visitors agreed that their visit improved their wellbeing
Volunteers

“I can use the professional skills I would have used while working, but here people can be trusted to behave in a way that’s supportive of the whole community – you don’t necessarily get that in the workplace”

- 483 volunteers donate their time, skills and experience to Ely Cathedral. This compares to an average of 350 volunteers at other UK cathedrals, demonstrating Ely’s success in attracting and retaining volunteers.
- 51% participate in two or more different types of volunteering activity
- 84% of volunteers felt that volunteering had helped them to apply or develop their existing skills
- 96% of volunteers found their volunteering very enjoyable, with 76% agreeing that they felt trusted and supported in their work

Business

A core goal of Ely Cathedral Business Group is to build connections between business and the community:

- 91% of those surveyed agreed that Ely Cathedral was a valuable community facility for local people
- 84% of Ely Cathedral Business Group members surveyed agreed that they feel welcomed by Cathedral staff
- 48% were involved with the life of the Cathedral in 2-4 different ways
- 59% of ECBG members agreed that they had been able to meet people from different professional and social backgrounds through the Group
- 56% of survey respondents agreed that ECBG helps them make useful professional connections
England’s Cathedrals...

...Welcome

- 11.8 million adults
- 320,000 schoolchildren

...Generate

- £220 million
- 47% growth compared to 2004
- £125 million
- Visitor-related spending
- 37% growth compared to 2004

...Employ

- 7,380 people have jobs as a result of cathedral activity
- 3,079 as a result of related spending

...Benefit from

- 14,760 volunteers
- 136 million hours
- £8 million
- 262,000 visitors/
- Guiding services as well as museum services, visitor services, and public services.

36% in education
5% in research

Range of activity
Overview – Ely Cathedral

**...employs**
209 people have jobs as a result of Cathedral activities

**...generates**
Ely Cathedral generates £3.72m of Gross Added Value for the Ely and Cambridgeshire economy every year

Visitors spend over £2m annually at the Cathedral

**...benefits from**
483 volunteers giving over 40,000 hours each year by:
- welcoming visitors
- guiding tours
- assisting at services
- flower arranging
- helping with events
- admin support
- hospitality and sales fundraising support

welcomes
250,000 people every year including 10,000 school children

Ely Cathedral also hosts...

private hire groups and corporate events

community activity & foodbank support

worship and special services

concerts

business community

filming

children’s holiday/ youth drop-ins and school days

exhibitions
Where to next?

- The data will help inform the Cathedral's Masterplan process

- Local government is interested to explore how Ely Cathedral can be part of a stronger tourism offer in Ely. City of Ely keen to plan activities and festivals in a more integrated city-wide fashion

- The success of the Flower Festival raised Ely's profile; working together in future can help the city be better prepared for the opportunity this scale of event offers to local businesses

- The active and welcoming place Ely Cathedral has become is a far cry from the situation in the 1970's. Now facing the – not unwelcome – problem of growth, with more people wanting to do more things but pressure on space and resources.

- Revenue generation can create conflict with spiritual nourishment – there is a need to balance the two and communicate effectively