

GLOUCESTER
CATHEDRAL

In Tune With Heaven In Touch With Daily Life

GLOUCESTER CATHEDRAL'S VISION AND STRATEGY 2013-18

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“To be in tune with heaven and in touch with daily life”.

FROM THE DEAN

What We do Here

Our new Vision, ‘to be in tune with heaven and in touch with daily life’, is ambitious, but at its heart is a desire to be:

- ‘in tune with heaven’, through worship, prayer and service, and
- ‘in touch with daily life’, so that the mission and ministry we undertake in Jesus’ name can make a real difference to the way in which people live their lives.

We find our inspiration and our hope in the mission and ministry of Jesus Christ. This can be shared through the witness and activity of Gloucester Cathedral. Jesus shared our life so that those who encountered him were engaging not just with a special person but with God’s Son, the Word made flesh and for the disciples their crucified and risen Lord. The response of the disciples both at their call and after the first Easter changed them - and the world.

We derive this strategy from the historic dedication of *‘The Cathedral Church of the Holy and Indivisible Trinity and St Peter’*.

In encouraging a greater sense of encounter, engagement and response in this place, we seek to play our part in an ever broadening and deepening encounter, engagement and response to the Trinity who seeks us out, calls us and changes us. In the apostle Peter we see the most down to earth of the disciples. His example keeps us ‘in touch’ and leads us to be ‘in tune’ with the Kingdom of God which is already in this place.

So Encounter, Engagement and Response is a model of discipleship. All these elements interplay and help us as an organisation of worshippers, visitors, volunteers, staff and partners, to understand our task in theological and practical terms. This framework will help us to deliver our four key priorities over the next five years.



Signposts Along the Way

There are four key priorities to fulfil this vision over the next five years.

1 Cathedral Community

To grow this community in number and deepen it in Christian discipleship.

2 City, County and Diocese

To strengthen our role in the life of the people of this City, County and Diocese, by widening our reach and impact.

3 Visitors

To develop our physical and operational infrastructure to help shape visitors into pilgrims.

4 Resources

To broaden and extend our spiritual and financial resources through effective programmes of sustainability and stewardship.

Challenges and Changes

This document is the Cathedral's Vision and Strategy which is intended to guide our plans for the period 2013-2018. It has been prepared with the efforts and prayers of the Chapter and the wider Cathedral community, through a process of consultation. Together we looked at the Cathedral's strengths and weaknesses, at the opportunities before us and the threats that may hamper this mission. A positive yet frank process has helped us to this point. Thank you to all those who have been involved and who will continue to help us shape this plan in the years to come.

Our first Vision and Strategy, published in 2009, focused on sustaining our core work of worship, building on quality where we have it and on initiatives in areas such as welcome, access, sustainability and governance.

There have been important successes, such as the founding of the Cathedral Junior Choir and the Crucible exhibition which brought 57,000 new visitors to the Cathedral. We have continued our programme of work on the fabric, and have nearly completed the decade-long programme on the South side of the Cathedral.

Now we seek to face our current and future challenges by focusing on growth and mission.

A number of factors have led to this renewal:

- Priorities identified through the wide consultation prior to the appointment of a new Dean in 2011
- A Visitation by the Bishop of Gloucester in 2011, which resulted in a report which encouraged us to plan for renewal and growth
- A growing commitment to the Cathedral's role and mission in the City and in the Diocese
- An increasing desire to be more confident, bolder in our leadership and more effective in our reach
- An urgent need for financial planning amidst a climate of economic uncertainty.

Our aim is that in five years time Gloucester Cathedral will be:

- more confident in Christian witness and discipleship
- bolder in activity and community service
- better resourced and organised
- and perceived by those around us to be more vital today.

Our Vision shapes all of the Cathedral's witness, its activity and resources, and encourages all those who are part of or who visit this place into the life of The Holy and Indivisible Trinity. Thank you for joining us in this exciting future.

The Very Reverend Stephen Lake

DEVELOPING OUR PRIORITIES

The Cathedral is a major enterprise. 70,000 people come to services each year, and there are 350,000 visitors, supported by 450 volunteers, 60 staff, and requiring annual expenditure of £2.2m.

We published a Vision and Strategy document in January 2009, following a significant consultation exercise. Over the time since then much has been achieved, as described in the Dean's introduction.

However, the financial and societal environment has changed radically since 2008. The Cathedral has made financial losses in the last two years, and yet we see an opportunity to play a more vital role in God's mission in Gloucestershire.

In 2012 we asked representatives from Chapter, staff and Cathedral Council to carry out a structured review of the Cathedral's strengths and weaknesses, and to identify the opportunities in line with our new Vision Statement. The purpose was to ensure we addressed the right issues in this strategy. The table opposite summarises the results of this exercise, some of which we started to address in 2012/13.

STRENGTHS

- We have one of the most beautiful buildings in the country
- The scope and quality of much of what we do is good, and it is rooted in belief
- Our music is of a very high quality
- We provide a good quality experience for our visitors
- We have good people with commitment, and there is good will in the wider community towards the Cathedral
- We have a commitment to learning, training and development
- Our governance arrangements mean that we are free to respond quickly to events.

WEAKNESSES

- We can come across as too diffident and relationships with many parts of the community and Diocese could be stronger
- Our user base is largely white and middle class, risking a sense of exclusivity
- Our physical infrastructure is barely good enough to support our ambition.
- We are under-resourced and thinly stretched
- We have significant capacity constraints.

From this analysis, we decided the priorities set out in this document for the next five years.



PRIORITY 1: COMMUNITY

What We Want to Achieve

To grow this community in number and deepen it in Christian discipleship.

Our task now is to build an active Christian community as a powerhouse for outreach and mission.

For this to take place the current worshipping community needs to be energised by the task and seek ways to encourage individuals of all ages, background and gifts to engage with the Gospel and its transforming power.

We need to encourage members of the Cathedral community to build relationships, so that casual encounters are nurtured and we encourage people to become involved.

What We Want to Do

Our main objectives for the next five years will be to:

Encourage the Cathedral Community to engage with this strategy.

This will entail preaching, teaching and creating stepping stones for future growth and commitment. Examples include:

- Enhancement of the Lent lectures
- Expansion of study days especially related to the Benedictine tradition
- Basic programmes designed to help us understand the Gospel, our faith and the liturgy
- Prepare a skills and gifts audit of the Cathedral community.

Create ways people can engage with our mission and want to belong here.

This will include:

- Further development of special services e.g. bereavement; for families who have lost a member via a Road Traffic Accident; Pet Service
- Broadening the range of opportunities for innovative worship and pioneering ministry, including informal worship on Sunday evenings
- Encouragement of individuals/groups to celebrate personal rites of passage at the Cathedral e.g. birth of a child; baptism; confirmation; marriage
- Encouraging special community events e.g. job fairs and celebration of civic events
- Promotion of use of the Cathedral by parishes and deaneries
- Regular up-dating of the Community Roll, with individuals encouraged to be a member
- Sustaining and growing house groups in the city and elsewhere.

Provide opportunities for debate and discussion.

This will include:

- Encouraging debate and discussion about the wider concerns of society
- Helping the worshipping community to see Christian mission issues in action and concern for the welfare of all
- Holding exhibitions designed to raise the profile of a broad range of issues both local and global.

Find ways to engage more with children and young people.

This will include:

- Developing a vibrant Children's Church
- Establishing a Toddlers Group
- Establishing strong links with the city's schools, academies and colleges e.g. via youth work; music, uniformed organisations
- Developing further the Education Centre so that its outreach includes the primary and secondary schools in the most challenged areas of the city
- Using the links with King's School to promote special projects with other schools in the city
- Encouraging the use of the Cathedral for school, academy and college assemblies and special events.

How We Will Measure Progress

Hard Measures

We will track how many people come here to worship, and the trends.

We will track how much people give financially as a response.

Soft Measures

We will assess the extent to which there is a growing involvement in mission by the Cathedral community.

We will assess the demographic profile of the community over time.

Review Methods

We will use the Community Meetings three times a year to review success.

The Cathedral Chapter will review these measures and its own effectiveness on a regular basis.

PRIORITY 2: CITY, COUNTY AND DIOCESE

What We Want to Achieve

To strengthen our role in the life of the people of this City, County and Diocese, by widening our reach and impact.

Our mission is to put the Cathedral at the **centre of the City of Gloucester**, and also of the County and Diocese, as sacred space and common ground, in tune with heaven and in touch with daily life.

Whilst the Cathedral is an icon for many people of the City and County, this is not always lived out in the way people engage with us.

Our market research exercise in Summer 2011 and our personal experience tell us that some local people do drop into the Cathedral to pray, light a candle or for special events. However, we also know that this is the exception rather than the rule. The majority of the people of Gloucester never use their Cathedral and it appears an irrelevance to them.

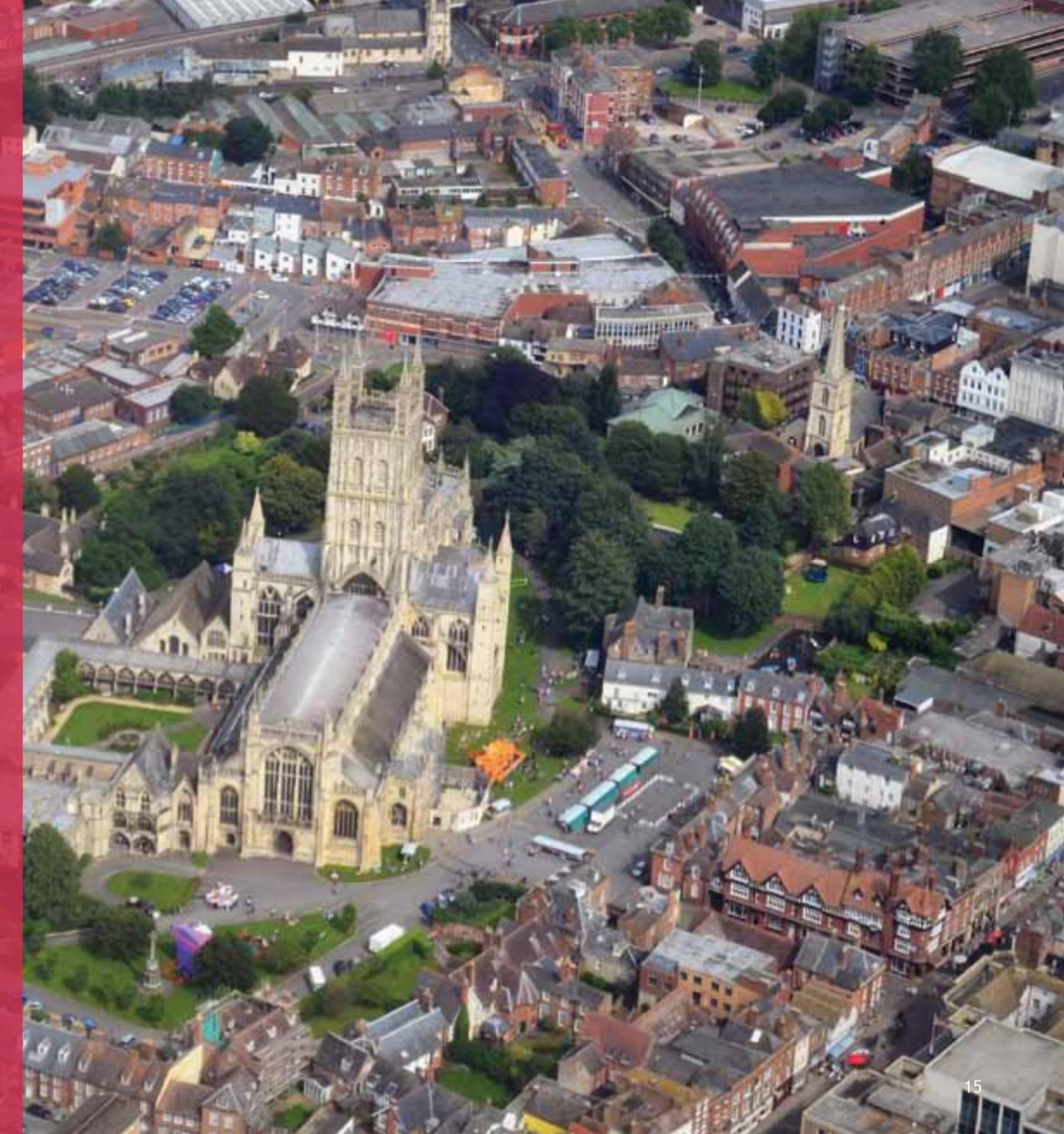
In the Diocese and County we find that there is some misunderstanding and perhaps resentment of the Cathedral. It can be seen as well-resourced and complacent, compared to the daily struggle of individual parishes to survive.

The intention is for the Cathedral to play a pivotal role in the reversal of both these perceptions. We are a focus for the Bishop's ministry, and support his vision for the Diocese.

We have opportunities that can be used to further our vision - from being the largest building and tourist attraction in the County to being a place of community and spiritual renewal - a renewal which then has a positive impact on society.

We can attract local engagement through music, events and education. We can use our links with the City Centre Parish and other local churches to enhance our strategy.

In being seen and known as 'Your Cathedral', we will encourage a greater awareness and participation by all so that they come to see this place as 'My Cathedral' too.



What We Want to Do

Our main objectives for the next five years will be to:

Develop wider community involvement with the Cathedral.

There are many aspects to this: civic services, major events, festivals such as Christmas and Easter and community services such as funerals and commemorations. Our plan is to ensure that all these activities, which the Cathedral already provides and which we wish to enhance, are widely promoted, loved, and enrich the local community. New opportunities for community involvement will be sought.

Deliver a programme of major events to the benefit of the community.

The Cathedral has hosted events which support the economic and cultural vibrancy of Gloucester (eg the Crucible exhibition of 2010, which brought 57,000 additional visitors). We will do this on a regular basis including, for example:

- Three Choirs Festival in 2013 and 2016
- Crucible 2 in 2014
- Commemoration of World War I in 2014-18
- Celebration of the 800 anniversary of the coronation of Henry III in 2016.

Develop our music work for the benefit of the wider community.

Through our musical activities we plan to:

- Provide musical excellence in the Anglican choral tradition to support Cathedral worship through ongoing support of the Cathedral Choir
- Provide opportunities for people of all ages, genders and backgrounds to participate in the joy of singing, including development of the membership of our Youth and Junior Choirs
- Facilitate congregational growth through the success and outreach of the choirs
- Use the talents of musicians and choirs to deliver benefit to the Diocese, and more widely (nationally and internationally). This included the launch in April 2013 of a joint venture community choir with Gloucestershire Hospitals NHS Foundation Trust
- Support or promote (as appropriate) community events which take advantage of the musical skills we have (such as Noah's Fludde in October 2013).

Grow our work with children and schools.

We are seeking to cement closer relationships with schools in Gloucester, and to support social inclusion in these relationships (a good example would be local primary schools holding regular assemblies in the Cathedral). Our Education Centre, which provides tours and elements of the national curriculum for Key Stages 1 and 2, has won awards and is highly valued. We now intend to use this base to develop the Cathedral's ongoing involvement with local schools.

How We Will Measure Progress

Hard Measures

We will track how many people come here for the major Christian festivals.
We will track how our donor and support base grows.

Soft Measures

We will look to see signs of:

- Improved perception of the Cathedral by all our stakeholders, including parishes and schools
- Continuing positive press coverage
- Good feedback from organisations that book the Cathedral or its spaces
- Positive perceptions amongst our partners.

Review Methods

We will carry out occasional surveys of stakeholder attitudes to the Cathedral, which will be reviewed by the Cathedral Chapter.

We will look to create a Cathedral Stakeholder Group consisting of representatives of groups from the wider community to provide feedback on how the Cathedral is performing and is perceived.

The Cathedral Chapter will review these measures and its own effectiveness on a regular basis.



PRIORITY 3: VISITORS

What We Want to Achieve

To develop our operational and physical infrastructure to help shape visitors into pilgrims.

Our visitors, many of whom are tourists, tell us they have a good experience here, but our market research also tells us that only a third of them engage with the Cathedral's purpose. Many of them also do not engage with the heritage of the building. The Cathedral is in a diverse, multi-cultural city, and despite being a resource available to all, there are many who do not feel it is a place for them.

Through a new major project - Project Pilgrim - we aim to bring the Cathedral's heritage and religious purpose to life so that all people, whatever their age, background or faith, are provided with engaging opportunities to learn about and respond to the Cathedral in ways which are personal to them.

A photograph of a family of five standing in a cathedral. A man in a blue suit and red sash (a priest) is pointing upwards with his right hand. A woman in a dark jacket stands next to him, holding a book. A young girl in a brown jacket stands in front of her. A young boy in a black jacket stands to the left of the girl. A young child in a black jacket is sitting in a blue stroller in the foreground. The background shows the ornate architecture of the cathedral, including statues and arches.

Project Pilgrim will ensure that the Cathedral has a sustainable future fulfilling its purpose as a vibrant place of worship, an inclusive community resource, but also as a heritage asset of national importance. We are strongly against charging for entry to the Cathedral, and this strategy is intended to ensure that we do not have to introduce charging in the future.

What We Want to Do

Since November 2011 we have been developing a major project to address these needs. There are three main objectives:

Encounter

- to make the Cathedral's heritage and resources readily accessible to the widest possible audience. The project will seek to optimise people's first encounter with the Cathedral so that they feel welcomed, able to orient themselves and can fully appreciate the building's sense of place, architecture and purpose.

Engagement

- to ensure that more people, and a wider range of people, are able to learn about and enjoy the Cathedral's heritage and modern purpose. This will include:

- creation of an effective and compelling visitor route
- modern and visitor oriented signage
- development of multi-sensory interpretative materials and resources that engage people of all ages but remain sensitive to the Cathedral's setting.

Response

- to deliver personal experiences to our visitors which encourage all sections of the community to respond by participating in Cathedral life. This will include:

- offering increased volunteer opportunities in broader areas and targeted at a more diverse audience
- development of a robust and relevant activity programme
- expanding the use of our spaces, expertise and personnel to give groups for whom we currently lack provision increased opportunities
- forming partnerships with local organisations to enhance Gloucester's heritage offer
- enabling visitors to help secure the Cathedral's future through donations and secondary spend.

In order to achieve these aims a major capital project is required.

The four elements of this project will be:

- Landscaping of the Cathedral grounds into a public space
- Development of the Cathedral entrance into a visitor-focussed welcome area, with a new nave font
- Interpretation and access improvements to the Cathedral, including bringing into more regular use exciting areas which are currently difficult to access and under-used
- Creation of a hospitality centre in the Church House complex, including conserved and re-vitalised Parliament Rooms, exhibition and community spaces, visitor lecture theatre and new toilets.

How We Will Measure Progress

Development and Delivery

Project Pilgrim is in the development stage during 2013. The estimated cost of the whole project, depending on the final scope, will be over £5m. This will require a substantial fundraising effort and serious project management disciplines. The plan is to:

- Submit bids for funding in 2013-2014
- Detailed design of the project - both operational and physical aspects - in the period up to October 2015
- Delivery phase starting in November 2015 until December 2017 - towards the end of this plan period.

There is much work to be done. Key issues will be to:

- Ensure that the Cathedral's core activities are not compromised during construction
- Ensure that the financial risk to the Cathedral is minimised
- Ensure during the development stage that all costs are covered and do not impact on core activities.

Hard Measures

The primary hard measure of the project will be the delivery of the physical infrastructure changes on time and on budget. There will be many detailed intermediate milestones. This will be part of our contribution to the regeneration of the city of Gloucester.

Soft Measures

The ultimate success of the project will be measured by the Cathedral's impact on people's lives, and the extent to which those who arrive as visitors leave as pilgrims. Ways of assessing this success in the longer term will need to be developed.

Review Methods

Currently, in 2013, the development of the project is being managed by a sub-committee. In due course a more formal governance structure will be established to ensure on time and on budget delivery of the project to achieve its objectives without impacting on our core operations.

The Cathedral Chapter will review these measures and its own effectiveness on a regular basis.



PRIORITY 4: RESOURCES

What We Want to Achieve

To broaden and extend our spiritual and financial resources through effective programmes of sustainability and stewardship.

This priority supports the delivery of the other three. Only with an effective programme of stewardship, sustainability and resourcing can we successfully deliver the growth in Cathedral community, the involvement of local people and be in a position to deliver Project Pilgrim.

What We Want to Do

Our main objectives for the next five years will be to:

Create and sustain an organisation which can deliver the Vision.

The first stage of this strategy has been delivered between November 2012 and March 2013 by making changes to our staff organisation to ensure we are fit for purpose to deliver the rest of this strategy. We are committed to having an organisation with people who care and are cared for - whether paid staff or volunteers. The next parts of our plan are to deliver a sustained programme of development and training, both for staff and volunteers. The next five years will be full of change, and it is only through these programmes that the Cathedral will be able to achieve what is needed.

Ensure that our work is sustainable.

We need to ensure that our plans do not negatively impact on the environment, society and the economy. We have done a lot of work on this over the last 3 years: (eg on energy use, recycling and on using local suppliers). We will build on our current sustainability plan. For example, we are investigating the possibility of installing solar panels on the Cathedral main roof, subject to approvals and funding, in the Summer of 2014 or 2015.

In delivering all the plans in this document the Cathedral Chapter is committed to maintaining the highest standards of stewardship and governance. We will ensure we continue to spend money wisely and be held to account in many ways: through Cathedral governance structures, through Community meetings and in our annual reports.

Ensure that in all that we do we actively care for one another.

Whatever else we do, we are a caring Christian community, and the Chapter's commitment to this care is absolute. In all that we do, and in the way we behave with others, we will try to exemplify these behaviours in the way we deal others. This is a prerequisite for success.

Care for the Cathedral building.

The Cathedral is in generally good shape. There is already a clear five-year plan identified in the Architect's 2009 Quinquennial. This is in line with our long-standing policy of gradual and progressive work using our own team of stonemasons. The programme includes:

- Completion of the south aisle work - Summer 2013
- South Aisle roof - Summer 2013
- Lady Chapel - Summer 2013 - 2017, with some of the work incorporated into Project Pilgrim
- North side and cloisters - 2018 - 2022.

Develop our network of friends.

To support our work on this strategic plan we need to promote an effective, focused fundraising culture based around long-term sustainable relationships; and to develop more diverse sources of funding while maintaining current levels of support. This will require continuous and strenuous fundraising work, including encouraging individual giving, legacies, grant applications to local trusts, and collaborative work with the Friends of Gloucester Cathedral. A detailed fundraising strategy is in place.

Steward our financial resources effectively.

The current financial environment is as challenging for us as it is for many others. The Cathedral made a loss in the 2011/12 and 2012/13 financial years after ten years of surpluses. Visitor income is down and fundraising to support our plans has become more challenging.

We cannot rely on one off income sources such as legacies or filming income to subsidise our core activities. Therefore our strategy is to:

- Plan so that our core income and expenditure are in balance
- Separately plan our fabric/project work so that it is self funding through grant income on a project basis (income and expenditure will not fit neatly into financial years)
- Improve our accounting system and practices to ensure that the Chapter Committees and managers have the best possible information to deliver effective financial stewardship.

How We Will Measure Progress

Hard Measures

Achievement of financial objectives.

A measurable growth in our support network and reach.

Surveys which show an improvement in satisfaction amongst our staff and volunteers.

Soft Measures

A quinquennial survey of the Cathedral in 2014 which shows that the fabric of the Cathedral is being cared for successfully.

A sustainability plan which demonstrates that we are having a positive impact on the environmental, economic and social fabric of Gloucestershire.

Review Methods

The financial objectives are measured and reviewed by the Chapter monthly.

Other aspects are reviewed by the Chapter and its Fabric, Finance and Health & Safety Committees, and are reported to the Cathedral Community, and to the wider public through the Annual Report.

The Cathedral Chapter will review these measures and its own effectiveness on a regular basis.



CONCLUSION

This Vision and Strategy will be reviewed annually as tasks are completed and as circumstances change. New priorities will be added to this framework in consultation with our developing programme and available resources. Chapter members and others will be named persons responsible for specific areas of progress.

May God bless the Cathedral and us all as we seek to discern his will in the future as we strive to be 'in tune with heaven and in touch with daily life.'

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