



STRATEGIC MISSION PLAN 2016 – 2022

Introduction

1. Canterbury Cathedral is a holy place of pilgrimage, founded by St Augustine for the worship of Almighty God. It is the seat of the Archbishop of Canterbury who is the bishop of the Diocese of Canterbury and the Primate of All England and it is the Mother Church of the world-wide Anglican Communion. The Cathedral's ministry is to both these roles and to all people who come to the Cathedral as worshippers, pilgrims and tourists.
2. The strategic mission plan's starting point is the Cathedral's Mission Statement and the core values approved by Chapter. These underlie the Cathedral's purpose and role and represent the wider vision of the Cathedral's life and its governing ethos.
3. The plan sets out the Dean & Chapter's values and strategic objectives for the next 7 years, the period in which the development and delivery of The Canterbury Journey, part funded by the Heritage Lottery Fund, will be achieved. It cannot cover every aspect of the Cathedral's activities over that long but important period; the annual cycle of the Cathedral's life and routine operational matters will be managed by yearly plans and budgets.
4. It includes the funding context in which the plan will operate and the spending priorities for the first 2 years, which broadly coincides with the development phase of The Canterbury Journey Project.

Mission

5. The Cathedral's mission is:

"To show people Jesus".

This comes from the account in St John's Gospel (John 12: v 20) which explains that "Among those who went to the temple to worship were people who came saying, "Sir, we would like to see Jesus." The mission statement is deliberately open to wide interpretation as befits this Metropolitan Church and it seeks to give purpose to the community and staff in their daily relationships with each other and the many people who make their journey here. The unbroken continuity of offering worship to God on this site for over 1400 years resonates with the understanding that the present

incumbents are maintaining the long tradition of stewardship of a powerful idea in England's Christian history.

Strategic Objectives

6. Chapter has set the following strategic objectives to achieve the mission:
 - **To maintain and develop the tradition of Christian worship at Canterbury Cathedral as Mother Church of the world-wide Anglican Communion and the seat of the Archbishop of Canterbury.**
 - **To maintain and develop the ministry of welcome to all visitors to the Cathedral and more widely in outreach to the local, national and international community.**
 - **To conserve and develop the fabric of Canterbury Cathedral, its ancillary buildings, monuments and precincts as part of a UNESCO World Heritage site.**
 - **To be a centre of excellence for education and learning.**
 - **To manage the Cathedral, its assets and activities with financial and operational efficiency.**

Cathedral Values

7. Chapter has identified the following values as those which best exemplify the ethos of the Cathedral and the way in which the community lives and works. These values underpin and inform all activities of the Cathedral and reflect the synergy between the vision and work of the place.
 - **Worship.** To maintain the highest standard of liturgy and music.
 - **Care of people.** To care for all people and provide welcome and hospitality in keeping with the Benedictine tradition.
 - **Care of heritage and culture.** To maintain our buildings, assets and culture to the highest possible standards.
 - **Centre of Excellence.** To be a centre of excellence in all that we do.
 - **Support of the Environment.** To minimise our impact on the environment and to adopt environmentally friendly practices wherever possible.
 - **Sustainability and Economic Self Sufficiency.** To maintain a stable economic base to ensure long term financial sustainability and self-sufficiency.

- **Innovation.** To encourage ideas and innovation to meet the challenges of the 21st Century, and ensure our relevance to the communities we serve.

Funding Context and Spending Priorities

8. The Cathedral's finances are such that annual operating costs can be broadly covered by regular income but major and unavoidable fabric conservation work and significant capital expenditure is beyond the capability of routine funding.

Fundraising will continue indefinitely as part of the Cathedral's life. The immediate funding priority is for the Canterbury Journey project. Once the matched funding for this project is secure there are a number of high priority projects for which funds will be required and Chapter will engage with the Trust Fund to seek opportunities to raise funds for these projects.

Some of the projects have quite short time horizons (for example the aspiration to rebuild the Quire Organ) but have no assigned priority or accurate costs. The periodic Quinquennial Inspections of the Cathedral fabric and the significant buildings of the Precincts will also inform future capital programmes.

Objectives and Priorities 2015 - 2022

9. Within the five primary objectives set by Chapter are a number of secondary objectives. These are outlined below and are fundamental to the life and work of the Cathedral.
 - **To maintain and develop the tradition of Christian worship at Canterbury Cathedral as Mother Church of the World-wide Anglican Communion and the seat of the Archbishop of Canterbury.**
 - To provide facilities and hospitality for meetings and special services promoted by the Archbishop.
 - To provide active support to the Archbishop to achieve his stated priorities: the renewal of prayer and the Religious Life, reconciliation, evangelism and witness.
 - To host the consecration of new Bishops of the Southern province of the Church of England.
 - To be the focus for the Diocese and the Anglican Communion (ACO), by providing facilities and hospitality for the Diocesan Gathering, Youth Pilgrimages, the Green Pilgrimage Network, Archdeacon's Visitations and meetings promoted by the ACO.
 - To offer daily worship and intercession in the Cathedral.
 - To review regularly the new Liturgical Plan to inform ongoing and future liturgical use of the Cathedral.
 - To maintain, develop and promote the choral tradition of the Cathedral to the highest possible standards.

- **To maintain and develop the ministry of pastoral care and welcome to all visitors to the Cathedral and more widely in outreach to the local, national and international community.**
 - To improve the physical facilities for welcoming all visitors.
 - To create a Cathedral café for the succour and enjoyment of all visitors and the Cathedral community.
 - To develop ways of better interpreting the Cathedral, its purpose and its history and its fabric to visitors.
 - To make the Cathedral and its treasures more accessible to visitors, through physical and virtual means, and through exhibitions at the Cathedral and through loans to other accredited institutions.
 - To develop outreach programmes to engage with the local community and beyond.
 - To offer high quality pastoral care to all.

- **To conserve and develop the fabric of Canterbury Cathedral, its ancillary buildings, monuments, treasures and precincts as part of a UNESCO World Heritage site.**
 - To maintain the Cathedral and its ancillary buildings, treasures and precincts in line with conservation standards agreed by Chapter with the Surveyor to the Fabric, within the constraints of fundraising and competing budgetary pressures.
 - To maintain and develop world class conservation techniques.
 - To sustain the historic importance of Canterbury Cathedral as part of a wider UNESCO World Heritage Site.
 - Where possible to minimise the environmental impact of the Cathedral's activities.

- **To be a centre of excellence for education and learning.**
 - To provide world class training in craft and conservation skills.
 - To develop strong educational programmes to support the National Curriculum and to support providers of higher education and research.
 - To train and support staff and volunteers to deliver high quality services to all visitors.
 - To provide high quality interpretation and learning opportunities to all visitors.

- **To manage the Cathedral, its assets and activities with financial and operational efficiency.**
 - To preserve the historic integrity of the Precincts as the setting for the Cathedral.
 - To set and achieve a balanced budget year on year.
 - To maximise income from trading.

- To maximise income from the investment properties consistent with the requirement to maintain the properties in good order.
- To grow visitor numbers.
- To ensure effective purchasing and procurement of goods and services.
- To deliver value for money across all activities taking account of cost and quality.
- To ensure effective fundraising to enable priority projects to be delivered.
- To increase the Cathedral's capacity to communicate with many different audiences through a wide variety of media.
- To be a good employer.
- To provide a safe working environment for all staff, volunteers and visitors.

Activities and Targets 2016-2018

10. The Canterbury Journey Project seeks to deliver key objectives both in terms of conservation of the fabric of the Cathedral, its ancillary buildings, treasures and precincts and also in terms of visitor welcome, access, education and outreach.

The Canterbury Journey Project is therefore a key activity for the entire period of this Strategic Plan, with the first target being the submission of the second stage bid to the HLF by 16 June 2016.

Assuming a successful outcome to the second stage bid, we will during the period 2016-2018:

- Deliver the first phase of the conservation works to the Nave and West Towers.
- Create a new Welcome Centre and Community Centre within the Precincts.
- Deliver the first phase of the landscaping of the Precincts.
- Deliver new activities and engage with new audiences.
- Start to open up the Cathedral's collections to the public.

Other specific activities and targets for the period 2016-2018 are identified below:

Capital Projects:

- To complete the re-building of the Great South Window and complete the re-installation of the glass by early spring 2017.
- To complete works to the North West Transept during 2016.
- To complete the planning/feasibility study for the rebuild of the Quire Organ and Consol.
- To complete a review of the QI during 2016 to inform future plans.
- Carry out a planning/feasibility study during 2016 for the replacement of the Cathedral's sound system.

Learning and Outreach:

- To take an active part in the nation's commemoration of WW1 through exhibitions and loans of artefacts to other institutions.
- To provide facilities and training to students through the MOU with the University of Kent and through agreements with other institutions.

Business/Commercial Activities:

- To continue to review the Cathedral's commercial activities to help maintain the financial sustainability of the Cathedral.
- To improve procurement arrangements across the Cathedral to deliver improved value for money.
- To achieve payment of the Living Wage to lower paid employees within the government's published timescales.
- To prepare a strategy and costed maintenance programme for the investment properties.
- To seek new opportunities to generate income for the Cathedral.
- To review the costs across the various activities of the Cathedral to ensure activities are delivered effectively and efficiently.