

CHICHESTER CATHEDRAL

Business Programme 2016/17



Introduction

Welcome to Chichester Cathedral's Business Programme for 2016/17, the first time that Chapter has set out the Cathedral's plans in this way. The Programme is an integral part of the executive team's planning, budgeting and delivery process, and it also represents a way to share plans for the year with the Cathedral's many supporters and well-wishers.

The 60 numbered objectives in these pages were confirmed by Chapter following input from the Cathedral's Executive Board (senior staff) and review by the Cathedral Council, College of Canons and Community Committee. They are presented in the following pages using the Cathedral's strategic priorities as a framework. These strategic priorities will be reviewed following the presentation of the Bishop's Charge – the report that will follow the Bishop's Visitation – and we intend to consult widely as we undertake that review and make our plans for the future.

Chapter and the Executive Board will monitor progress against these objectives during the year and report on delivery at the end, when we expect to have completed a high proportion. We hope you enjoy reading about this ambitious programme of activity which we are delighted to share.

The Very Revd Stephen Waine
Dean of Chichester



Chapter's Strategic Priorities

Continue to establish a centre of excellence in order to provide an inspiring place of worship and proclamation.

Continue to provide capability to teach the Christian gospel in order to spread the word of Christ.

Continue to provide pastoral care and welcome for all involved in the life of the Cathedral.

Continue to encourage visitors and worshippers to the Cathedral to share the gospel message.

Continue to be an instrument and focus of unity amongst all traditions and denominations.

As a body corporate to be an example of godly living to everyone.

Husband resources effectively to sustain and renew the life of the earth and for the benefit of the community.



Continue to establish a centre of excellence in order to provide an inspiring place of worship and proclamation.

1.

Develop and deliver Diocesan Liturgy Day, helping to raise standards of liturgy and music across the diocese.

2.

Deliver a high quality Southern Cathedrals Festival hosted in Chichester in July 2016.

3.

Present a new liturgical plan that records our current liturgical practice but also sets out challenges and aspirations for the future life and mission of the Cathedral.

4.

Support the Restoration & Development Trust in the development of an overall fundraising strategy. Deliver a co-ordinated and professional approach to raising funds to support the Cathedral's mission across the Cathedral organisation. It will provide the guidelines to unite the Cathedral's approach in areas including:

- donor stewardship;
- legacy giving;
- maximising opportunities from events;
- co-ordination of fundraising approaches.

5.

Review the Cathedral's strategic priorities, re-stating its mission, values and objectives for 2017–22, working with a broad range of stakeholders.

6.

Commence development of a long term masterplan to outline the Cathedral's capital investment ambitions

7.

Chapter and Executive Team work together to deliver a sustainable surplus budget for the Cathedral in 2017/18.

8.

Tender and deliver substantial restoration work on Western Cloister and the creation of a permanent gate into Paradise, supported by the Restoration and Development Trust.

9.

Install new chairs – David Rowland 40/4 by Howe – in the Cathedral in partnership with the Cathedral Friends, enhancing the Cathedral environment and enabling more flexible use of the space. Experiment with the new opportunities that the change of furniture provides and deliver a new storage area in the North Transept.

10.

Enhance chorister recruitment by:

- Developing a repeatable recruitment campaign;
- Commissioning a short video introducing viewers to the chorister experience.

11.

Develop the Cathedral's Musical capability by:

- Introducing Sibelius music production software which will increase the repertoire available and reduce music purchase costs;
- On-going music purchase.

12.

Capitalise on the strong form of the choir by making a new recording of Christmas music in May 2016.



13.

Host special music events including two Diocesan RSCM Festivals (May 2016) and two music outreach events for young people.

14.

Use the Cathedral's liturgical and musical excellence to support the Diocese, hosting an increase in major services, including:

- Chrism Mass;
 - Three Ordination Services;
 - Mothers' Union Commissioning; and
 - delivering choir visits to Rye and Worthing.
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15.

Delivery of high profile special services for outside organisations according to demand including:

- Plough Sunday;
 - Save the Children Anniversary;
 - Order of St John.
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16.

Complete Education Centre upgrade of corridors, main office and upstairs classroom, resulting in an environment that is efficient and conducive to learning by meeting the needs of the participants and delivery team.

17.

The restoration and installation of the 1910 Somers Clarke Reredos in the Sailors' Chapel.

18.

Deliver a fully researched report on the state of the Cathedral Roofs with information on the scope and cost of work required.



Continue to provide capability to teach the Christian gospel in order to spread the word of Christ.

19.

Plan towards the re-launch 4 Canon Lane as a centre of education, vocation, peace and reconciliation, working with partners to create a resourced programme of activity to support the primary purpose of the house and develop its reputation both locally and regionally.

20.

Plan adult learning project based on research and mapping exercise, underpinned by local needs.

21.

Support the development of our ministry to children and families by seeking to grow the Pebbles group on Sundays.

22.

Enhance the provision of sermons online by including audio recordings.

23.

Deliver 'The Gospel according to St Paul' – a major study day for 200 participants.

24.

Develop offer for secondary schools based on consultation and piloting new learning activities, including 'Question Time' and 'On the move' events related to Ana Maria Pacheco exhibition and partnership with Amnesty International Education.

25.

Develop 'Sacred Space' strand of education programme (Cathedral as a place of worship) with one new learning activity for each key stage from 1–3 and an accompanying event for teachers.

26.

Develop multi-sensory learning for adults through four new creative workshops as part of the Living With Dementia Festival 2016 and one new tour for Festival of Chichester 2016.

27.

Conserve the Romanesque Carvings in the South Choir Aisle and monitor the effect of removing one screen to enable better public appreciation of these important works of religious art.



Continue to provide pastoral care and welcome for all involved in the life of the Cathedral.

28.

Begin a project to make better and more integrated use of the various collections of data within the Cathedral, looking at our procedures, capacity for sharing and possible software to support better information sharing.

29.

Review communications with stakeholders and trial new initiatives during the year, including adaptations to Pew Notes.

30.

Integrate and improve the Cathedral's communications with its volunteers, including auditing contacts, combining data, and including volunteers in the Cathedral's e-newsletters.

31.

Trial a partnership with a catering procurement partner, aiming to reduce the café's costs and increase its contribution to the cathedral in support of its mission.

32.

Implement new menu ideas and maximise the impact of the refurbishment to increase Cloisters Café sales by 4%.

33.

Host an Open Air Theatre production for Summer 2016 to encourage use of the Cathedral grounds.

34.

Work with the Community Committee to bring forward proposals for a Community Choir with the potential to play a role in the Cathedral's worship.

35.

Review the production of congregational news 'pew sheets', responding to the Congregation's priority of enhancing communication.

36.

Plan and deliver personal safety training for front line staff and volunteers.

37.

Implement the recommendations of a review of the Cathedral's Health and Safety policies and provisions, supported by the creation of a Health and Safety Operational Group.

38.

Work with the Bell Tower Drop In to develop the partnership and plan for its future.



Continue to encourage visitors and worshippers to the Cathedral to share the gospel message.

39.

Commence project to develop the Cathedral's digital communications, including evaluating the right partner to deliver a new website and selecting a new e-newsletter package.

40.

Deliver a comprehensive research project exploring the Cathedral's visitors and their views. Analyse data and present recommendations for action.

41.

To support the Restoration and Development Trust's delivery of the Chichester Cathedral Flower Festival in June 2016.

42.

Bring forward for consultation proposals to increase public access to Paradise, creating a reflective space whilst maintaining the dignity of a current burial ground, including its possible use in liturgy.

43.

Train and integrate a new cohort of Cathedral Guides.

44.

Work with the Cathedral's Head Guide to develop a system of regular Guide review and mentoring.

45.

Renew and substantially expand the provision of information on the Cathedral website, focusing on the main points of interest around the Cathedral.

46.

Complete an audit of the Cathedral's Parish Links (350 contacts) and communicate more regularly, using in particular the Cathedral's e-newsletters.

47.

Complete a survey of Diocesan Parish Magazine contacts and include this network in the promotion of Cathedral events.

48.

Work with Chichester District Council and other partners to take an active role in the development of the Chichester Vision.

Continue to be an instrument and focus of unity amongst all traditions and denominations.

49.

Bring forward and deliver plans to celebrate the Queen's 90th birthday in June 2016.



As a body corporate to be an example of godly living to everyone.

50.

Work with partners to develop responses, spiritual and secular, to support survivors of abuse.

51.

Identify and signpost an increase in training opportunities for staff.

52.

Review and develop HR processes and practices making them accessible to all staff.

53.

Communicate and present the Cathedral's 2016/17 programme to its stakeholders.



Husband resources effectively to sustain and renew the life of the earth and for the benefit of the community.

54.

Redevelop and relaunch an Ecological Policy for the Cathedral with the support of the congregation and stakeholders.

55.

Review the ticketing process for Carol Services including the consideration of an online system, to deliver a simpler process for both users and staff.



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Overarching Objectives

56.

Work closely with the Bishop of Chichester and his team to ensure the 2016 visitation is a success and that the benefits and learning are understood and acted upon.

57.

Review the Cathedral's Governance and implement key findings.

58.

Review Incident Management processes and work with partners to test responses and implement learning.

59.

Undertake a reclassification of some of the Cathedral's current Restricted Funds, to remove complex and unnecessary arrangements and substantially simplify the Cathedral's accounts, making them easier to understand.

60.

Update the Cathedral's Reserves Policy, identifying the Cathedral's requirements for financial resilience, and putting plans in place to ensure they are met.





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