This Strategic Plan builds on our recent experience of the rich and diverse life and work of the Cathedral and explains our priorities for the next five years.

Worship is fundamental, as is our outreach work, sharing our heritage and treasures locally, nationally and internationally and the connections we have with the Diocese, the City of Salisbury and the wider community.

**Our aim is ambitious**: we want to make a significant difference to those who visit, work, volunteer or live alongside us. We recognise the complex and rapidly changing nature of contemporary society and the impact this has on individual lives and communities. We believe that in the midst of ambiguity and uncertainty, the message of Jesus Christ is one of hope. We are confident that he transforms lives and brings healing and unity. If we are to be relevant in this world and make a difference in people’s lives, then we need to engage with and respond to the changes happening within it.

We hope very much that setting out our plan will enable you to play your part in helping us turn our vision into reality. We are grateful for all your encouragement and prayers.

**Salisbury Cathedral Chapter**
Our Strategic Plan builds on our experience and explains our priorities for the next five years.
Introduction

There are many things we want to achieve over the next five years. We will further develop the liturgical and musical excellence of the Cathedral. We will focus on our ministry to visiting choirs, local schools, occasional worshippers and those who are in a time of transition or crisis. Our relationship with the Diocese will continue to flourish, and our congregations will deepen their liturgical, theological and pastoral capacity to be eager witnesses to the Christian faith.

We are committed to being an active member of our community and intend to increase our work with partners during moments of national recognition such as the WWI commemorations and the celebration of 800 years of our Cathedral and its city. A specific aspiration is to establish ourselves as a place which works in support of mental health.

We also intend to realise changes within our organisational life so that we might work more effectively. We intend to commence some of the projects proposed in our Masterplan which will improve how we welcome people into the Cathedral, increase access to our shared heritage and the treasures, skills and craftsmanship within the Cathedral. Alongside this we expect to complete the major repair work to the Cathedral and recognise that in order to achieve all our ambitions we need to secure development funding and remain focused on our priorities.

We share the Diocese of Salisbury’s vision of Renewing Hope and its aspirations to Pray, inspiring us to respond to the hope Jesus offers to everyone; to Serve by responding to others, transforming lives and strengthening our community and to Grow by building on our firm foundations and seeking new opportunities to thrive.

In everything we do we will be guided by our Purpose, which is to make a difference for God through exceptional worship and outreach.

How we do things matters to us, and the Values that underpin our work reflect this:

**Integrity**, which produces transparent, fair and consistent actions;

**Generosity**, which prompts a warm, open welcome to all;

**Compassion**, which promotes social justice, equality, diversity, consideration and respect for all.
Strategic Objectives

Over the next five years we will fulfil our purpose of making a difference for God by focusing on areas of work which will support our strategic objectives to Pray, Serve and Grow.

Pray – celebrating God’s Love
Building a vibrant and lively worshipping life, helping people to find faith in Christ and meaning in life.

Serve – reaching further
Becoming known as an outward-facing place which actively reaches out, positively contributes to the local community and whole-heartedly welcomes all its visitors regardless of their beliefs.

Serve – making connections
Building on existing relationships and seeking out long-term, sustainable connections which will have a positive impact for people and make the best use of our resources.
Grow – working better together
Adopting new ways of working constructively together so that our staff, volunteers and those who support the Cathedral’s life can fulfil their potential in the service of others.

Grow – honouring an exceptional place
Actively sustaining our rich architectural, cultural, craft, artistic and Christian heritage so that we pass the Cathedral on to future generations in the best possible position.
Cathedrals draw people to them. Spiritus Capital – the 2012 research project by the Association of English Cathedrals and the Foundation for Church Leadership – notes that cathedrals are places of huge creativity, rooted in their history and the riches of Christian tradition. At the same time, cathedrals can convey a sense of the spiritual and sacred even to those who are on the margins of Christian faith, or who stand some way beyond.

Our aim is to ensure all feel welcomed into the sacred space and can explore spirituality and the Christian faith at whatever point they are on their journey. We want to ensure there are opportunities to encounter God and explore questions of our shared human experience. We intend to offer those who worship with us and those who are seeking God ways in which they can meet and grow in relationship with him.

We aspire to reveal God’s love through our open-hearted welcome, outreach, worship, liturgy and music. We are committed to retaining a sense of the awesomeness of God, though in ways that are accessible to all and intend to maintain a sense of the sacred and quiet amidst the busyness of daily life, to provide a place ‘to be still and know that God is God’ [Psalm 46.10].

Welcome
The Cathedral was built as a house of prayer and is an expression of the beauty, majesty and mercy of God. It is regarded by many as the spiritual heart of the City, providing a place of welcome and hospitality for visitors from across the world for 800 years. We know that the hundreds of thousands of visitors and worshippers find here an opportunity to connect to the sacred.

We intend to continue developing our welcome facilities so that they enhance the work we do and the way we do it. The Cathedral’s Masterplan, An Exceptional Place, sets out more fully many of our aspirations: we are committed to developing projects that relate to welcome, function spaces, learning and outreach.

Youth and Children’s Ministry
Children and young people have an honoured place in the life of the people of God, but we are aware of the high proportion who have no contact with the Church. We want the Cathedral to play an active role in changing that. We are committed to developing our existing ministry with children and young people, building on the Sunday Club, the growing weekly School services and our Boys’ and Girls’ Choirs, Junior Choir and Youth Choir.

We are resolved to increase our engagement with teenagers, not least those who gather daily in the Close. We will create opportunities for them to see the Cathedral as a place where they belong and which belongs to them, to explore the place of faith in our society and the possibility of faith in their own lives. We are committed to supporting the work of our Children and Youth Minister and to drawing on the skills within our congregation. We will build on our relationship with the Cathedral School, the Diocesan Board of Education, Diocesan schools and others in the local community, our neighbouring parishes and churches within the city.

Pray
Celebrating God’s Love

We intend to build a vibrant and lively worshipping life, helping people to find faith in Christ and meaning in life.
Liturgy, Music and Art

The Cathedral is a place of possibility where everyone is invited to encounter God, whether through worship, silence, prayer or in our living community. Liturgy and music are central to our purpose of making a difference for God. Our Liturgical Plan is guided by an ethos which is outward looking, inviting and confident in both our inherited tradition and in new possibilities for worship.

The services we offer are steeped in tradition but we are always mindful of the different communities that might worship with us. We will explore opportunities to make worship accessible, transformational, thought-provoking and conducive to spiritual growth. We recognise the need to create opportunities for quiet contemplation as well as for sound-filled worship and celebration.

Our choral tradition is precious and we are committed to maintaining and developing the work of the Cathedral’s choirs. We value the support provided by the Girl Chorister Fund, Boy Chorister Fund and the Choral Foundation and how all of them help to facilitate the work of the Choir and recruitment of Choristers.

We recognise the spiritual and intellectual stimulus art can offer and will continue to use the Cathedral as a space for art installations. Art is often able to speak where words fail and can challenge and disrupt perceptions. We aspire to weave it into the liturgical life of the Cathedral, that both may bring people closer to experiencing God.

We will consider the liturgical reordering of the Cathedral and how space is most fruitfully used to support prayer, healing ministry, remembrance and quiet conversation. We also reaffirm our commitment to ensuring that the Cathedral and its activities are widely and fully accessible to people with a range of special needs.
Serve

Reaching Further

We intend to be known as an outward-facing place which actively reaches out, positively contributes to the local community and whole-heartedly welcomes all its visitors regardless of their beliefs.

The Cathedral community intends to ‘face outwards’, to be actively engaged in the world and agile in our responses. Our aim is to serve, through being a community whose faith and actions create new possibilities that bring hope and transform lives. We intend to build on the success of our existing outreach, seeking new opportunities and exploring new partnerships, so that our work makes a real and lasting difference in people’s lives.

The Cathedral building is multifunctional, used for worship and also for education activities, art exhibitions, performances and a variety of other events, while being a major heritage tourism site.

We are committed to developing our understanding, responsiveness and engagement with people in ways that reflect our values. This is a particular challenge as it will require us to develop our IT capability and review our processes to ensure we are as effective as we can be.

Outreach and Opportunities for Encounter

Through our Learning and Outreach work we actively engage with the local community, working with local families and schools and giving children the opportunity to experience the life and history of the Cathedral. We have very limited physical facilities to do this, something we intend to address. We will look creatively for new ways of providing opportunities for people of all ages to learn about the Christian faith and the Cathedral’s life and story.

We will work with partners to respond to the growing societal challenge of mental health and well-being. By offering ways for those affected to find fulfilment, and by being a safe space that welcomes everyone, we seek to make a tangible difference to them. Through targeted work we will build on the relationships developed locally with prisoners, with care homes and with those living with dementia or special needs.

The Cathedral has a significant role to play in highlighting national and local anniversaries. We will seize opportunities to work with partners on the final commemorations for WWI and the celebrations of the 800th anniversary of the Cathedral and city in 2020.
Visitors

We intend to develop our capability for gathering information from and about our visitors regarding what they seek – be it a spiritual encounter, appreciation of an outstanding building, heritage or something different.

We intend to review the opportunities we offer and seek ways to develop and enhance them, challenging ourselves to take an imaginative approach and be open to possibilities. We recognise that offering an excellent, enlivening, enriching experience to visitors is both critical to unfolding the meaning of the Cathedral and conveying a sense of the sacred and to generating income which will sustain the life of the Cathedral.

We recognise the importance of communicating effectively with people and responding to visitors’ desires and expectations while remaining mindful that the Cathedral can be a welcome oasis of reflection in a busy world. We are committed to providing information to our visitors in the forms that they want it as well as creating opportunities for them to explore our life and history more deeply and to this end will review all of our communications activity, including how we use social and digital media.

Arts Programme

The Cathedral and Close are an extraordinary setting for art, providing unique creative opportunities. The Cathedral’s Arts programme is well established and widely respected. Our heritage and arts programmes provide dynamic ways to connect with people. We are committed to expanding this work, capturing visitor interest, challenging understanding and offering fresh ways for people to encounter God.

We aspire to be a leading Cathedral for art and to increase the understanding and use of art in sacred spaces. We are keen to weave art into the Cathedral’s liturgical life and ministry, recognising that it may also enable us to explore difficult issues relating to social justice. We are privileged to benefit from the expertise of our voluntary art curator and are committed to ensuring the arts programme is effectively supported.
Making Connections

We intend to build on existing relationships and seek out long-term, sustainable connections with others which will have a positive impact for people and make the best use of our resources.

The Cathedral is situated close to the heart of the city of Salisbury and enjoys significant local, regional, national and international relationships. Being an active participant in these different communities is a key facet in ensuring we face outwards and achieve a positive impact for our community, visitors and within the Diocese.

The Cathedral is central to one of the most beautiful urban open spaces in the country – the Cathedral Close. We know that this unique setting is among the most remarkable aspects of the experience of visiting the Cathedral and the city for domestic and international tourist visitors as well as for worshippers. We are committed to taking a holistic view of the Close and to collaborating with the organisations and people that call it home.

We recognise the significant role the Cathedral plays in the economic, cultural and civic life of the city and county and intend to foster our many partnerships within the public, business and voluntary sectors, for example with the City Council, Wiltshire Council, Salisbury BID and Visit Wiltshire.

As a city, Salisbury is distinguished by its outstanding medieval heritage and its creative and highly regarded cultural organisations. We recognise the Cathedral’s pivotal role in this sector and commit to building on the connections we already have with cultural partners including Salisbury Museum, Salisbury Playhouse, Arts Centre and Ageas Salisbury International Arts Festival. We intend to strengthen and develop our national and international relationships in ways which will contribute both to the sustainable future of the cathedral and to the vibrancy of the city and the region.

Through imaginative and creative connections we will strive to make a tangible difference within all these communities, especially through supporting and leading activity in the field of social justice and inequality. Remembering what Magna Carta stands for, we will refresh our links to the Diocesan partnership with the Sudans, Latvia and Evreux and with Amnesty International.

We intend to strengthen the partnerships we have built with organisations in the Cathedral Close including Salisbury Museum and Sarum College and in the local community, including Alabaré and other charitable partners. We are committed to extending our collaborative work so that, with others, we can collectively respond better to contemporary challenges and make a difference to people’s lives.

Diocese

The Cathedral is the Mother Church of the Diocese of Salisbury, encompassing several hundred parishes within Wiltshire and Dorset. We will continue to work closely with our Bishop and Diocesan colleagues, contributing to services, ordinations, education, training, meetings and events and working to engage with parishes so that we ensure the Cathedral has relevance for all who worship within the Diocese.

Salisbury Cathedral School

We are committed to the flourishing of Salisbury Cathedral School, with which the Cathedral has close and ancient ties. The School’s governing body will lead its own development plans and we will work in partnership with it as it pursues these aims. More deeply, we shall help nurture the Christian ethos of the School and the sound educational opportunities that will support its pupils to become confident, independent and capable young people.
Through our internal conversations and self-evaluation we have recognised that we need to improve the ways in which we talk to each other and work together. We are committed to communicating more effectively, creating an organisational culture that is open, creative and dynamic. The contributions made by our staff and volunteers are central to all that we do and it is vital that we work effectively together. The life of the Cathedral is busy and fulfilling but we recognise the need for time to reflect, and to be flexible enough and have sufficient capacity to respond to new opportunities.

Our aspiration is that our working community is thriving, committed to well-being, open to new approaches and ideas and willing to challenge, question and listen.

Grow

Working Better Together

We intend to adopt new ways of working constructively together so that our staff, volunteers and those who support the Cathedral’s life can fulfil their potential in the service of others.

Staff

We know that our staff are highly committed to the work of the Cathedral. This is special and something we celebrate and value. It is therefore important to us that we continue to provide opportunities for staff to develop. We will work with our managers to enhance expertise and improve cross-departmental collaboration. We will implement our human resources strategy and endeavour to address matters that staff have raised. We recognise the need to improve our IT capability and our internal communication and both will be priorities over the next few years.

We will provide opportunities for staff to contribute to the development of the organisation. We intend to facilitate cross-departmental initiatives and to use the breadth of skills our staff possess to inform the development of our work. It is important to us that our staff receive regular performance reviews and that their potential is nurtured. We want our values of integrity, generosity and compassion to permeate the work of the Cathedral, and to be demonstrated in the way we work with each other as colleagues.
Volunteers
Our volunteers make a vital contribution to the life and work of the Cathedral. Without their time, skills and commitment we would not achieve everything that we do and aspire to. We will continue to ensure that volunteers are trained and supported across the wide range of work that they do and to work with volunteer groups and team leaders so that we are closely engaged and listen to suggestions and feedback.

We intend to encourage more people to volunteer with us from different age-groups, interests and backgrounds. We will explore the possibility of offering volunteer placements for people who are finding their way back into employment and opportunities for young people seeking to develop their work experience.

Congregations
Our congregations are a fundamental part of the Cathedral’s life. We are enriched by the energies of those who fulfil volunteer roles and by the regular worship of all those who provide the steady pulse of prayer that underlies all that we do. We are committed to helping our congregations to grow – in numbers, in diversity and in Christian purpose – and to welcoming their thoughts about the Cathedral’s mission. We will therefore foster the reciprocal relationship we enjoy with the Cathedral’s Community Forum so that we might better serve the needs of our congregation and equip them for the work of the gospel in the wider world.

Friends of Salisbury Cathedral
The support we receive from the Friends of Salisbury Cathedral contributes right across the diverse life and work of the Cathedral, from the conservation of the building itself to its music, worship and ministry. We are committed to working in close partnership with the trustees and officers of the Friends and to seeing this work continue to flourish.
Environment and Sustainability

We recognise that we have a God-given responsibility for the wider environment. We aim to operate sustainably, in accordance with our values. Our Bishop is the Church of England’s lead on the environment and we are resolved to support his work on this pressing issue. We aim, therefore, to reduce the Cathedral’s carbon footprint, and our bronze Eco-Church award is one step towards this. We recognise, however, that we have much more to do. Working with other organisations in the Cathedral Close and those who live in it, we will explore how we might enhance our shared environment.

Our commitment to social and corporate responsibility will inform how we use our resources – we aim to increase recycling and develop green travel initiatives. We will explore opportunities to partner with organisations that share this commitment.

Heritage, Craft Skills, Library and Archives

The Cathedral has a rich heritage with many treasures held in its Library and Archives which we have a responsibility to care for, record and interpret. It is an aspect of our life that we know many want to share and we recognise the significant impact on people that comes from experiencing our heritage. We are committed to expanding this work.

Our aspiration is to provide facilities that will enable us to fulfil our responsibilities to conserve our artefacts, whilst enhancing the experience of visitors and the understanding of our shared heritage.

We are committed to ensuring that the items we hold are carefully conserved and we shall explore ways we can improve cataloguing and maintaining records for future generations and share them more widely. We are grateful for the expertise that is provided to us by our connections and the continuing contribution of our Library and Archive Advisory Panel.

We intend to increase access to the skills and craftsmanship of our Works Department. It is important to us that the expertise of our masons and glaziers is retained within the Cathedral as it has been for centuries. We want to offer more opportunities to see their work close at hand and also to develop the commercial viability of the department and expand the work they currently do within the wider community.

The Cathedral’s Masterplan An Exceptional Place, endorsed by Wiltshire Council in February 2017, provides the contextual framework for physical developments of the Cathedral and the Close. The care of the Cathedral fabric will continue, informed by the Quinquennial inspection undertaken in July 2016 and the longer-term Fabric Plan.

Each generation in its turn addresses the question of how it might enhance the Cathedral’s ability to inspire and console those who come here. We shall remain alert to exceptional opportunities to beautify the Cathedral through permanent works of art in glass, stone, metal and other materials.

We will work to provide and maintain facilities that support the Cathedral’s life and community, as well as meeting the needs of those who visit.

Grow

Honouring an Exceptional Place

We intend to care for this exceptional place by actively sustaining our rich architectural, cultural, artistic and Christian heritage so that we pass the Cathedral on to generations to come in the best possible position.
Governance and Self-Evaluation

It is important to us that the Cathedral is effectively governed, operates efficiently and takes time to evaluate the work it is doing. Our Strategic Plan will be implemented through annual delivery plans and budgets and we will assess our performance and continue the process of self-evaluation we started in 2016. We will periodically review the Cathedral’s Code of Governance and continue the annual review of governance and control measures.

The Executive will work closely with Chapter, the Cathedral Council, our Advisory Committees and the College of Canons to ensure our processes and business operations are fit for purpose and effectively support the Cathedral’s mission and purpose.

Financial Sustainability

The Cathedral needs to be financially sustainable, ensuring all its assets and resources are efficiently used. In a fast-changing world, it is important that we diversify our income streams. The donations we receive from visitors make up a substantial element of our overall income. It is important that we monitor and respond to changing patterns and refresh what we offer to continue to provide an excellent visitor experience. This will be a particular focus over the next few years.

We will work with our Cathedral Shop and Refectory to maximise income potential and explore other opportunities to generate income, including hosting and programming events and making efficient use of our property.

Our annual budget process will continue to ensure we are robust in our budgeting, challenge ourselves on the priorities for each year and how they support delivery of this Strategic Plan. We will continue to publish an annual review and financial report and accounts which will transparently reflect what we have achieved.

Safeguarding

We recognise the importance of ensuring a safe and caring environment for all. Our intention is to ensure safe environments within which our welcome to everyone is supported by proper and effective safeguards. We will continue to implement the Church of England safeguarding policies and procedures, working actively with the Diocese of Salisbury. Our Independent Safeguarding Advisory Group will support this work and we will continue to ensure our staff and volunteers are appropriately trained.
It is our hope that this Strategic Plan explains what we want to do in the next five years and why this matters to us. We invite you to play a part in helping us make a difference for God through exceptional worship and outreach.