



Strategic and Business Plan  
2016 – 2026  
Vision 2026 —



CATHEDRAL  
YARD

## Dean's Foreword —

Since Vision 2012 much has happened in the life of the Cathedral and things have moved on quite significantly in our development projects, our profile in the diocese, city and county and in our service to the community. Perhaps the most significant developments relate to our increasing outward facing projects and plans. Vision 2026 is our new ten year strategy and has been endorsed by the Chapter after consulting with the Cathedral community and beyond.

This strategic plan will guide our mission and ministry together with our fabric development as we prepare to celebrate our 600th anniversary. No vision should be set in concrete and this will continue to evolve and develop as God's Spirit shapes and leads us in the present and into the future.

This vision seeks to bring about the transformation that the good news of Jesus calls us to offer to the world. I gladly commend Vision 2026 for your prayers, support and participation.

*Roger*



## Mission —

To bear witness as the Cathedral for the Diocese of Manchester to the Christian faith through worship, teaching and practice;

To be a place of welcome for people of all faiths and none;

To enrich and develop the theological understanding and spirituality of the whole community and to foster religious understanding and harmony;

To continue to support, enhance and promote the Cathedral's work for those in need in the community;

To develop the Cathedral's education, music and heritage for the benefit of all ages and educational backgrounds;

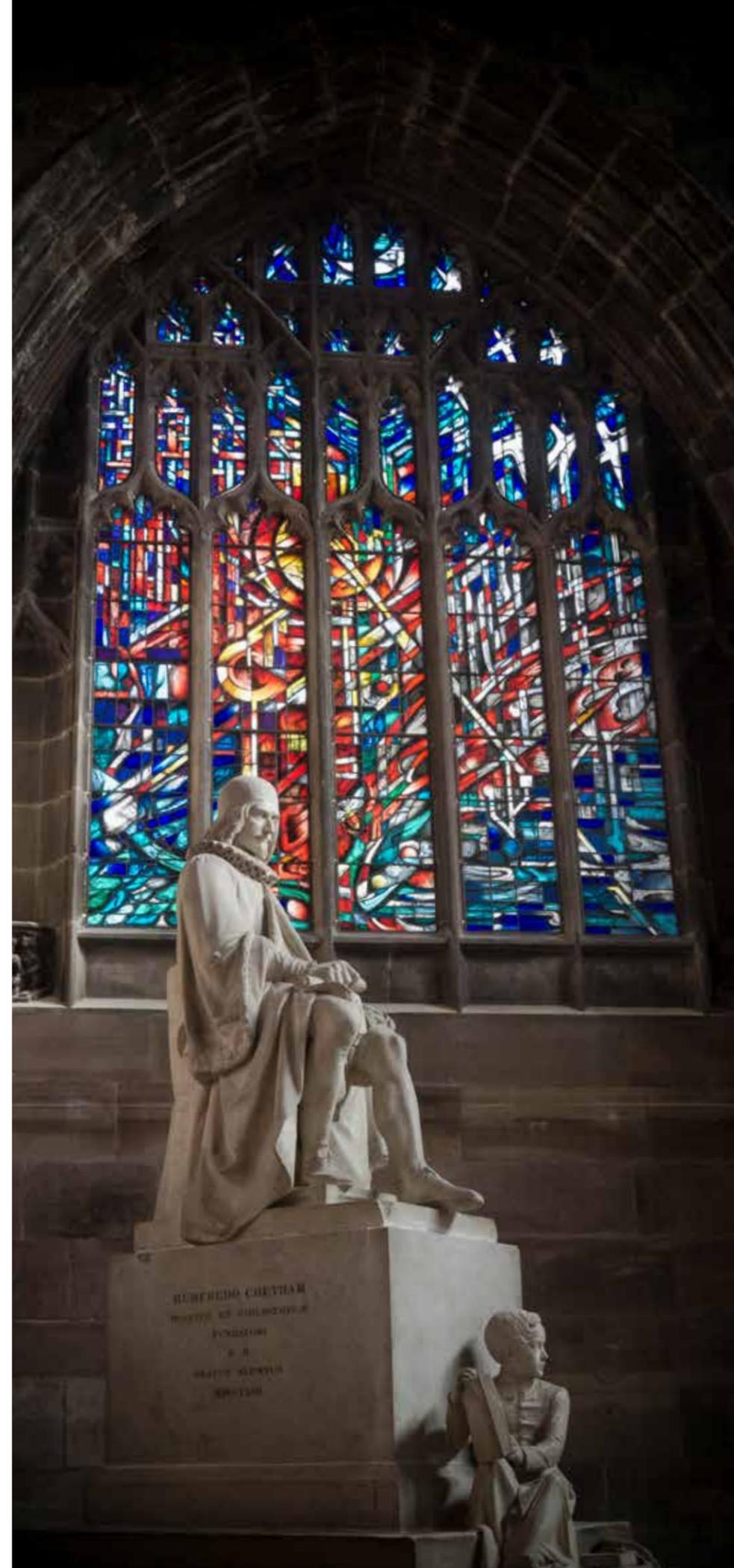
To host debate and challenge about contemporary social issues, especially in Greater Manchester.



## Values —

**The Cathedral's actions and aspirations are founded upon a deeply-rooted commitment to the Christian faith and to the following:**

- Authenticity and integrity of purpose and action;
- Respect and humility for those whom it serves;
- Care, generosity and passion for improvement in the lives of all with whom it has contact;
- Ambitious challenges to contemporary values, away from hatred, exclusion and the consequences of consumerism and secularism, to equality and inclusion, with the intention to seek out and work with the best qualities of all people;
- Openness to change; resilience; apolitical and non-partisan collaboration;
- Welcome, tolerance, creativity and refuge;
- Its heritage of people, fabric, arts and music, and their realisation and interpretation.



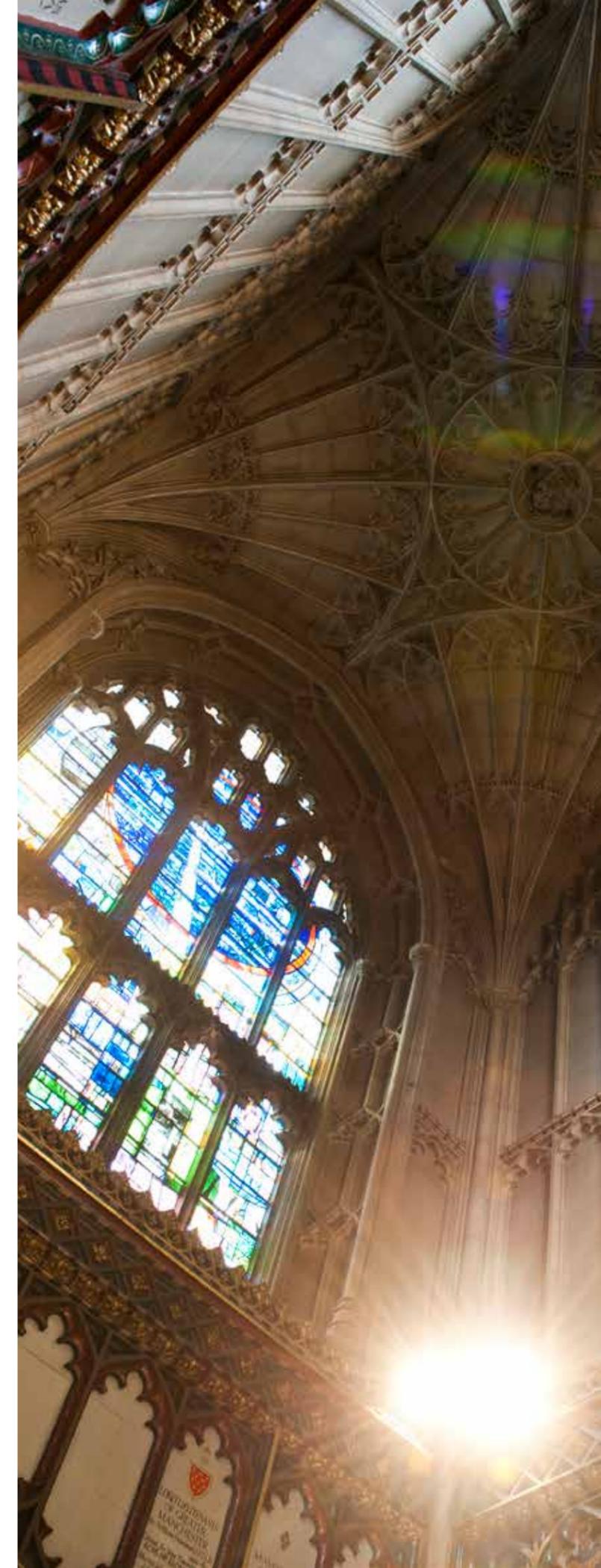


## Governance — In 2016

- The Cathedral is the *cathedra* (seat of spiritual authority) of the Bishop of Manchester.
- The Chapter, led and chaired by the Dean, and with the support of officers in attendance, sets policy for the Cathedral, with particular reference to Cathedral resources.
- The Council, chaired by Mr Warren Smith, Lord Lieutenant of Greater Manchester, works with the Dean and Chapter to support the objectives and work of the Cathedral.
- The Finance and Investments Committee has delegated authority to manage specific aspects of the Cathedral's finances and to recommend financial policy to the Chapter.
- The Fabric Advisory Committee, chaired by Mr Martyn Coppin, advises the Chapter on the upkeep and development of the Cathedral's fabric.
- The Manchester Cathedral Development Trust, chaired by the Lord Lieutenant of Greater Manchester, Mr Warren Smith, has responsibility with the Director of Fundraising and Development for the fundraising activities of the Cathedral.
- The Cathedral sets up other trusts from time to time.
- The Cathedral sets up working and project groups ad hoc with defined terms of reference as and when required.

## In 2026

- The Cathedral, principally through the Dean and Chapter, will have reviewed this strategic and business plan annually each autumn, with particular reference to the targets set and to specific objectives, and will have adjusted policy and procedures to ensure that targets were met and objectives achieved.
- The Chapter will have carried out self-assessments of its governance and management in 2017 and 2022, and adjusted its practices and procedures in line with the results.
- The Cathedral, through its Chapter and related bodies, will have supported the MC HLF Project Group through the HLF Rounds 1 and 2, and the Delivery, and put procedures in place to manage the Post-Delivery.
- The Chapter will have supported the Volition Board in its work of enhancing employment prospects for the unemployed and for greater social equality and inclusion.





## Worship — In 2016

- The Cathedral observes the liturgical year with appropriate services of penitence, celebration and Christian living, by preaching and the celebration of the sacraments, by the provision of additional services, and by the exceptional quality of its music.
- The Cathedral works collaboratively with the parishes and churches of the Diocese to support, sustain and develop their missions.
- The Cathedral ministers to its congregations and extends a welcome to visitors of all faiths and none.
- The Cathedral bears witness to the Christian faith through its worship, its theological and educational programmes, and through the life of its community.
- The Cathedral nurtures and supports those who seek help or solace, and especially welcomes all those who enter or draw near to the Cathedral in prayer and meditation.

## By 2026

- The Canon Pastor, appointed in 2016, will have ministered to congregations and visitors, enlarging and building on the community the Cathedral serves.
- The Cathedral will have kept the quality of its worship, prayer and praise under constant review and introduced changes to liturgy and liturgical preparation from year to year.
- The Cathedral will have supported the parishes and churches of the Diocese in meeting together the challenges facing the Church of England in the next decade.
- The Cathedral will have integrated the Tickell organ into worship from 2017 onwards, constantly adapting the musical provision and providing training to the next generation of musical scholars.
- The Cathedral will have built the choir's performance and external reputation to national level provision.
- The Cathedral will have increased the numbers of its congregations by 50% over the period, from 150 to 225 per week, and also enlarged its Electoral Roll by 50%.
- The Cathedral will have celebrated the 600th anniversary of its foundation as a Collegiate Church by Henry V in 2021, using the year as a baseline from which to develop its mission for its seventh century.

# Finance — In 2017

- The Cathedral, through its Chapter, takes responsibility for all aspects of the Cathedral's funding and resources, advised by the Finance and Investments Committee.
- The Chapter fulfils the 1999 Cathedrals Measure by prudent and responsible management of the Cathedral's financial procedures and practices.
- The Cathedral has a commitment to the long-term sustainability of all financial commitments into which it enters, by the quality of its stewardship of investments and property and by selective projects.

## By 2026

- The Cathedral will have aspired to deliver break even budgets and year end returns annually throughout the period.
- The Cathedral will have increased the Cathedral's annual external income (£300,000 in 2014) by 10% each year, from: its congregations and services; its visitor donations; and its educational and musical provision; to reach £600,000 per annum by 2026.
- The Cathedral will have launched a stewardship campaign in 2018 that by 2026 increases giving from £32,000 in 2014 to £70,000 per annum, in order to increase revenue and to encourage regular giving and a sense of shared purpose.
- The Cathedral will have continued to contribute heritage, educational and artistic services to the community free of charge, at a level equivalent to at least £100,000 per annum year on year.
- The Cathedral will have sought donations, grants and other awards from and in partnership with external private and public bodies, including trusts and foundations, and from individuals, in order to undertake specific projects that interpret heritage and deepen links with the community.
- The Cathedral will have continued to stage commercial events that produce net revenue of £120,000 per annum adjusted for inflation.
- The Cathedral will have managed its investments and property portfolio to increase revenue and maximise medium and long-term capital growth of 3% per annum.
- The Cathedral will have enlarged and developed its community outreach, while building in sustainable levels of income generation for each additional activity.
- The Cathedral will have made a Round 1 bid to the HLF in 2016 for a minimum of £2 million, a Round 2 bid by 2019, and will have undertaken the Delivery phase from 2020 to 2026.



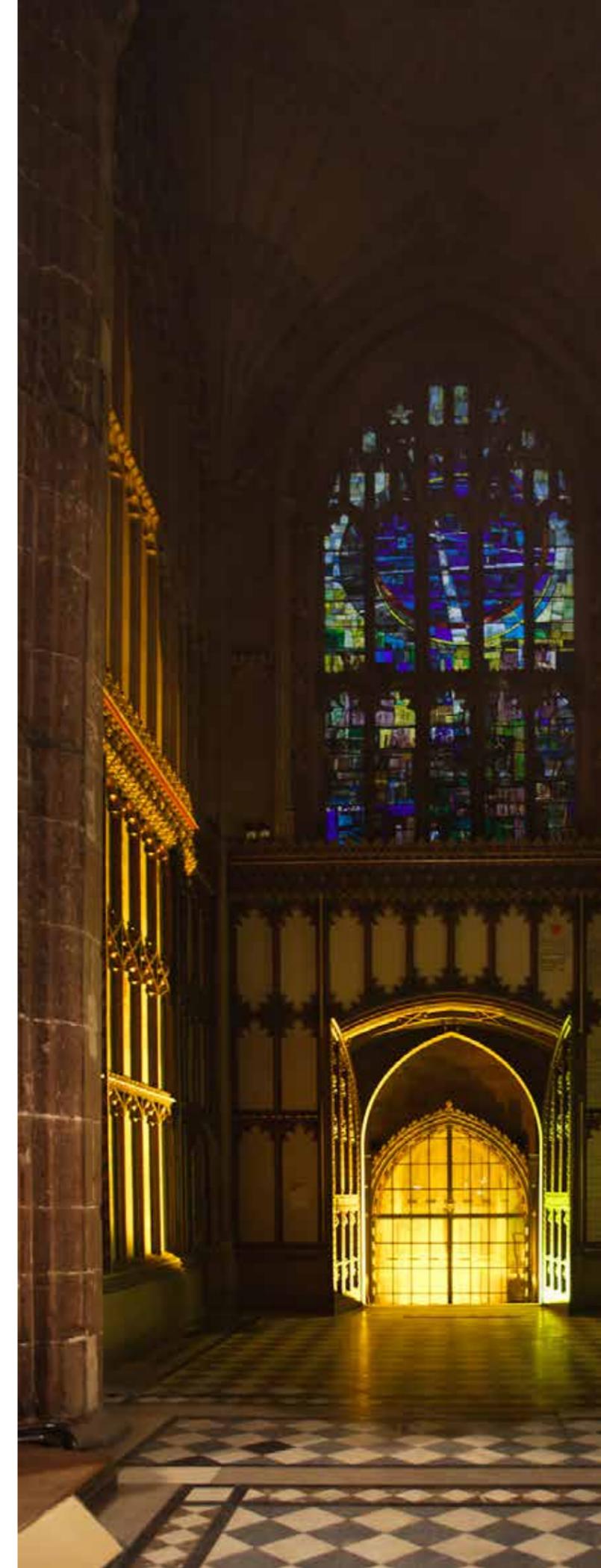
## People — In 2016

- The Chapter, acting through the Cathedral Administrator, takes ultimate responsibility for all aspects of safety of people at the Cathedral, especially the implementation of sound human resources policies and procedures, and including health and safety, security, and safeguarding
- The Cathedral treats all staff, members of congregations, volunteers and visitors equally, and does not discriminate on grounds of race, gender, age, disability, or sexuality.
- The Cathedral seeks to educate and inform its congregations, students, visitors and volunteers and does so by addressing the whole person, through heritage and history, the arts, music and by all other means available to it.
- The Cathedral opens its doors to those seeking to alleviate poverty, hardship, exclusion and hatred, mental illness, and homelessness. It works towards greater social cohesion and equality, seeks to combat and where possible ameliorate these 21st century problems, and offers support to all members of its community as they reshape their aspirations and their lives.
- The Cathedral opens its doors to visitors of every age or educational background, the quality of their welcome being central to its values and aspirations.
- The Cathedral trains and supports a team of 80 visitor offer volunteers.



## People — By 2026

- The Cathedral will have enhanced and developed its visitor offer, including the interpretation of its heritage and history in the context of 600 years of service as collegiate church and cathedral.
- The Cathedral will have doubled its non-liturgical visitor numbers from 153,000 per annum in 2015 to 300,000 in 2026.
- The Cathedral will have improved and developed access to its treasures and its archives, fully documented the riches of the Cathedral's past and future and will have enabled those riches to be interpreted and enjoyed.
- The Cathedral will have promoted and enlarged its educational and musical provision to involve young and old, and a diversity of educational backgrounds, both those involved with formal education and those seeking informal learning in the community, especially the hard-to-reach and black, minority and ethnic groups.
- The Cathedral will have increased its Volition programme that aids individuals to realise their potential for employment to 400 programme graduates per year by 2026, while constantly upgrading its whole person welfare approach.
- The Cathedral will have used the HLF project to enlarge the inclusiveness and range of its educational, musical, and heritage-related activities, drawing on professionals, amateurs and volunteers working together across different themes and types of transformative experiences for the community.
- The Cathedral will have undertaken market research, to identify additional ways in which it will have drawn in more people year on year across a wider range of backgrounds and reasons for involvement.
- The Cathedral will have improved information flows internally and externally, encouraging greater participation in the life and activities of the Cathedral, and working collaboratively within the community.
- The Cathedral will have recruited and trained a team of 200 volunteers to participate fully in the work and heritage of the Cathedral.
- The Cathedral will have employed additional post-holders to carry out activities within the HLF- sponsored project, on a basis sustainable after 2026.
- The Cathedral will have increased the supporters of the Friends of Manchester Cathedral from 120 in 2015 to 300 in 2026.



## Community — In 2016

- The Cathedral enjoys strong working relationships with Manchester City Council and with partners within the Medieval Quarter.
- The Cathedral hosts activities that contribute to the education and quality of life of its community, both income generating and as free benefits.
- The Cathedral shares with its neighbours an intention to increase visitor numbers and attractions to the Medieval Quarter, in cooperation with Manchester City Council.
- The Cathedral shares and opens up its fabric, its setting, its archaeology and its history and heritage with the community.
- The Cathedral reaches out to a worshipping community in the context of the Christian heritage and traditions.
- The Cathedral values its external partnerships as fundamental to the growth and development of its mission.

## In 2026

- The Cathedral will have built on a high quality Battle of the Somme commemorative service, held on 1 July 2016, to strengthen links with its regional community.
- The Cathedral will have embodied its commitment to serving its community in its bids to the HLF and other funders, and used this project as a catalyst for long-term linkages within Greater Manchester and beyond.
- The Cathedral will have extended and enlarged its educational, musical and learning activities to its community, including all ages and educational backgrounds, and to the disadvantaged and hard to reach.
- The Cathedral will have sought to develop the theological understanding and spiritual literacy of the wider community.
- The Cathedral will have consistently explored means by which to challenge contemporary society in order to open up changed visions for the future.
- The Cathedral will have worked in partnership with its immediate neighbours to optimise the visitor, heritage related, and shared community opportunities of the Medieval Quarter.
- The Cathedral will have used the public realm and the Medieval Quarter precinct in its plans and their implementation for performance and other arts.





## Fabric — In 2016

- The Cathedral's exceptional quality of its internal and external fabric of a Grade 1 listed building, together with its fittings and works of art, are a shared heritage for the present day and for future generations.
- The Cathedral, through its Chapter, takes responsibility for the upkeep, running and maintenance of the fabric, the grounds and the archaeology of the Cathedral within the Cathedral's curtilage, including by means of quinquennial surveys and actions arising therefrom.
- The Cathedral runs and manages the Cathedral Visitor Centre, which also includes ProperTea and the Saint Denys Bookshop, through a limited company.
- The Chapter is advised by the Cathedral Architect, the Cathedral Quantity Surveyor, the Cathedral Archaeologist, and the Fabric Advisory Committee.
- The Cathedral from time to time undertakes major projects for the enhancement and improvement of the fabric and its functions. These totalled £17 million in the period 2006 to 2015, of which £9 million was achieved via the MCDT.

### These have included:

- the heating and floor space (completed November 2013): £2.3 million
- restoration of the roof (completed November 2015): £0.8 million.
- Hope window (completed December 2016): £95,000

### Scheduled for near completion or in progress are:

- east door opening (December 2016); £40,000
- Tickell organ and case, with Raw decoration (June 2017): £2.6 million.

## By 2026

- The Cathedral will have upgraded and improved the working accommodation of Cathedral staff, and will maintain and improve its existing fabric and facilities, including in the Cathedral Visitor Centre.
- The Cathedral will have installed a customised high quality lighting scheme, for up to £2 million.
- The Cathedral will have developed its west end for high quality public access (including the tower), for community outreach, for enhanced educational and musical provision, and for improved visitor, interpretative and retail opportunities, for up to a total of £7 million.
- The Cathedral will have worked with Manchester City and other collaborative partners to develop the public realm, to the value of up to £15 million, around the Cathedral and within the Medieval Quarter for the mutual benefit of all the partners and the community.

# Vision 2026 —

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