



# Coventry Cathedral Strategic Plan 2017-22

Welcome  
Worship  
Reconciliation  
Resources

*God was in Christ reconciling the world to Himself, and has entrusted to us the ministry of reconciliation.*  
(2 Corinthians 5.18)

# Our Vision

*God was in Christ reconciling the world to Himself, and has entrusted to us the ministry of reconciliation. (2 Corinthians 5.18)*

All that we do in Coventry Cathedral springs from the work of God in Jesus Christ drawing the world back to Himself, restoring relationships within humanity, between humanity and God, and humanity with the earth. Our heritage and our future are rooted in the words of Jesus Christ, 'Father forgive', used by Provost Dick Howard on 15<sup>th</sup> November 1940 in the Cathedral ruins. Our calling is to be a people and place of reconciliation, one that marks us out in English cathedrals as having a unique role. This is our primary motivation: to play our part in the cosmic reconciliation which God has achieved through the life, death and resurrection of Jesus. This reconciliation has practical results for us in our own lives, in our Cathedral and local communities, in our nation and across the world.

*Our **vision** is of a reconciled and reconciling **Cathedral** which is open and **welcoming** to all, which serves to glorify God in our **worship**, and reaches out to the world in our ministry of **reconciliation**,*

supported by

*a sufficiently robust **resource** base that enables us to be creative in our activity, confident that we have sufficient financial and human resources to deliver our vision without compromise.*

The purpose of this Strategic Plan is to show what that means in practice, to know where we are heading and how we intend to get there, to set out the resources necessary and how we intend to achieve them. We hope you enjoy it, and will be able to see how you fit in.

*John Witcombe, Dean*

*Pentecost 2017*

*Agreed by the Chapter of Coventry Cathedral, September 2017*

## Our identity: mother church of the Diocese of Coventry

Every cathedral is the mother church of its Diocese, the seat of the Bishop. The Diocese look to their Cathedral as a place to gather for worship, to receive wisdom, guidance and teaching from their Bishop, and the Cathedral looks to the Diocese for partnership in the mission of the church.

The Cathedral, the place of the bishop's seat (his *cathedra*) is dear to the Bishop's heart and central to the Bishop's ministry, as he seeks to 'promote peace and reconciliation in the Church and the world; and strives for the visible unity of Christ's Church.' (*from the service of Ordination of a Bishop*).

In our Cathedral, we aim to be:

a place where we can experience what the Bishop teaches  
and which embodies what the Diocese stands for

The Diocese of Coventry is unique in the Church of England in the extent to which it draws its calling and character from its Cathedral. The calling to Reconciliation which has shaped the Cathedral's ministry since 1940 has similarly pervaded the Diocese. The pilgrimage which preceded the consecration of the new Cathedral in 1962 drew the entire Diocese, walking behind the Cross of Nails, in offering themselves as a "consecrated people for a consecrated building."

The Diocese has the following purpose:

- Worshipping God
- Making New Disciples
- Transforming Communities

It is committed to the analysis provided by *Natural Church Development*, which has identified the Eight Essential Qualities of Healthy Growing Churches, as a means of nurturing church life in the Diocese [see appendix 2]. The Cathedral is committed to following this approach, especially as it seeks to grow the worshipping community. It is exciting to be working hand in hand with the colleagues in the Diocese as we share in God's mission in this place, and across the world.

The Diocesan vision, with the Cathedral together with parishes and church schools at its heart, has been expressed in this way:

The Reconciling love of God in Jesus  
Christ manifested in communities that  
worship God, make new disciples and  
transform communities

The Diocesan vision embraces our Cathedral vision and purpose and in turn our Cathedral vision and purpose both frame and serve the wider vision and purpose of the Diocese.

# Our Purpose: Welcome, Worship, and Reconciliation

Our Vision is expressed in terms of Welcome, Worship and Reconciliation.

Our Purpose is to welcome, worship and reconcile, locally, nationally and internationally.

## **Welcome**

Welcome invites all people to come in just as they are. It does not only hold the door open, but steps out beyond it to reach others in the highways and byways of the world and encourage them into community. Welcome understands the Cathedral does not belong to us, but to Jesus, and we are his hands and voices reaching out in a message of love to all without any exception or qualification. Welcome is attentive, steadfast, courageous, patient, inclusive, ready to share in joys and sorrows. Welcome is about making ourselves present to others, and allowing them to be present to us. Welcome is helping all feel that they belong, with warmth and with joy. Welcome longs for a kaleidoscope of variety in our cathedral community, and the communities in the city, the church, the nation and the world of which we are part. Welcome is not just about our worship, but about the whole of our community and creative life, including our arts programme. Welcome invites all our visitors to be here as pilgrims. Welcome says, “we knew you were coming, and we want you here.”

*Kathryn Fleming, Canon Pastor*

## **Worship**

Worship is what happens as people’s hearts, minds and wills are engaged through exploring and experiencing the nature and activity of God, whom we know as Father, Son and Holy Spirit. The Cathedral’s role is to develop, build and maintain ‘bridges’ for God to make himself known and for people – the regular congregations, visitors from near and far (some of whom may be potential members of the community) and those who attend the Cathedral occasionally as their ‘mother church’ – to respond to him through liturgy, music, preaching, interaction, drama, dance, art, supportive fellowship and active engagement with the work of God in the world.

Worship enables us to: deepen our relationship with God; strengthen our relationships with our brothers and sisters in Christ; flourish as the people God is calling us to be; discern and use our gifts to serve God in the church and in the wider world; be transformed as agents of positive change in society; and develop a healthy relationship with the environment.

*David Stone, Canon Precentor*

## **Reconciliation**

Reconciliation is about renewing relationships in order to live better together – with God, self, others, and the earth. It is missional and transformative, above all hopeful. It is a journey of transformation, towards a destination that will never be perfectly realised in this world. It is our unique calling in Coventry Cathedral.

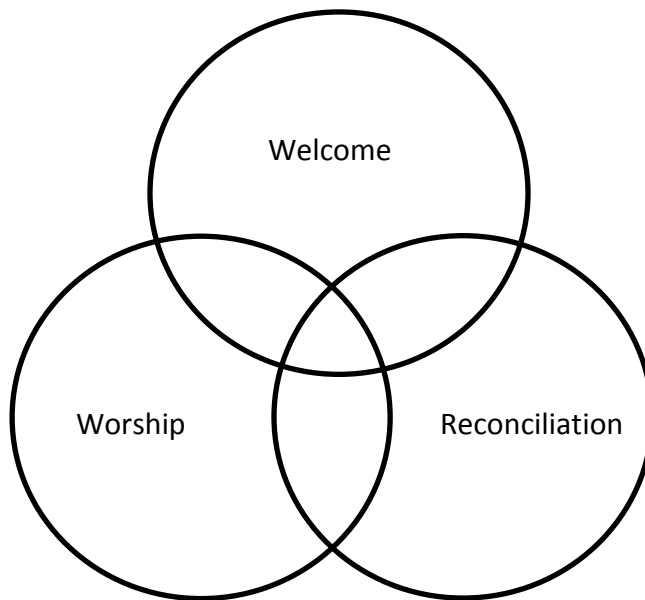
Reconciliation is not about agreement. It is about 'loving our enemies'. Reconciliation is at the core of our gospel life and we need an understanding of ourselves and our own stories in order to start to relate to others and understand their stories. It is in this understanding that relationships, once broken, can start to heal.

At the heart of our understanding and practice of reconciliation in Coventry lie three priorities. These lie at the heart of the whole of our Cathedral life:

- Healing the wounds of history
- Learning to live with difference and celebrate diversity
- Building a culture of peace

*Sarah Hills, Canon for Reconciliation*

These three aspects of our purpose serve each other. They inform each other, and lend energy to each other. Considerable inspiration and energy is found in the way that reconciliation informs our welcome and our worship – and the three reconciliation priorities, in particular offer an important lens through which to approach our welcome and our worship. Our welcome and our worship are to reflect our commitment to reconciliation if we are to achieve our vision. Equally, our reconciliation work is also to reflect our commitment to welcome and worship.



## Our strategic objectives for the next five years, 2017 to 2022

The following objectives do not neatly or exclusively fit under the three aspects of our purpose: delivery will depend on close collaboration across the Cathedral teams. Although each area has a lead responsibility, they will be working alongside other colleagues and teams.

### **Purpose: Welcome (lead – Canon Pastor)**

Priority: To confirm the Cathedral as the spiritual heart of the city

Actions	Measures (priority outcomes)
Offer ourselves effectively as a place of prayer for all citizens of Coventry and the Diocese Provide a venue for major civic events (mayor making, celebrations, commemorations, City of Culture 2021 etc.)	Welcome on average 600 worshippers every week (400 in 2016) Shape the identity, and contribute to the culture and economic well-being of the City through encouraging tourists, increasing footfall and spend.

Priority: To secure the Cathedral as a tourist attraction, place of pilgrimage and of learning

Actions	Measures
Remove admission charge and proactively seek donations Design and install improved interpretation of the Cathedral buildings and its story Extend and enhance the education offer of our schools team	Welcome over 35000 visitors to the new Cathedral (27000 in 2016) Welcome specific visits from 25 Diocesan churches every year. Welcome over 40000 school pupils from Coventry and Warwickshire for high quality curriculum based activities (14000 in 2016)

Priority: To confirm the Cathedral as a major regional venue for art and events

Actions	Measures
Deliver an events and activities programme which reflects the Cathedral's values  Be a venue for national Church of England and other events (e.g. <i>Young Women, Your Call</i> ) Work towards National Portfolio Organisation (NPO) status through the Arts Council	A planned and published programme which attracts over 80000 attendees to a variety of cultural and corporate events (39000 in 2016) 2 events each year from 2020  NPO status achieved

**Purpose: Worship (lead – Canon Precentor)**

Priority: To grow the Cathedral congregations

Actions	Measures
Offer a range of services and styles to meet the needs of a variety of worshippers Provide an enhanced music offering by our choirs. Provide pathways for those exploring faith and Cathedral membership	Welcome on average 600 worshippers every week (ie 30000 pa; 400 pw in 2016) Choir regularly used for national broadcasts and recordings A structured programme of small groups / nurture / training courses to build faith and grow our core character of reconciliation

Priority: To be a resource for the Diocese, especially in welcome, worship and reconciliation

Actions	Measures
Work collaboratively with the Bishop and Core Staff in strategic alignment between the Cathedral and Diocesan Vision Host diocesan and special services, offering high quality celebratory worship, Visits from Cathedral clergy out to Diocese & from parishes in to Cathedral Place Diocesan resource ministers within life of Cathedral	Shared strategic vision expressed in core documents of Cathedral and Diocese Increased numbers attending Diocesan events Cathedral clergy present at all new licensing and assisting with vacancy cover Cathedral perceived as resource by wider Diocesan family

**Purpose: Reconciliation (lead – Canon for Reconciliation)**

Priority: To fulfil our potential as a world class centre of reconciliation

Actions	Measures
Deliver a reconciliation training programme nationally and internationally in collaboration with Archbishop of Canterbury’s programme Increase the vitality and reach of the Community of the Cross of Nails (CCN) Establish the multi-faith Together for Hope community Put in place a resourced team to be able to offer direct reconciliation work through our staff travelling or those in need of reconciliation travelling to us. Establish ways of the Cathedral, the Diocese and the City expressing the ministry and mission of reconciliation.	The formation and development of a programme of reconciliation and training by the national Peacemaker Network as well as six international reconciliation hubs established. A growing CCN network Community in place and growing by 2020 Funding secured and team in place. Direct work being undertaken

## Resources (Lead - Business Manager)

Our purpose and priorities will be enabled through:

Fit for purpose, well maintained campus and buildings

Actions	Measures
Create a development masterplan for our whole campus and all our buildings	Achieve HLF phase 1 bid by 2020, with progress beyond that by 2022
Create a conservation management plan for the new Cathedral	Plan completed by 2019
Progress the plans to implementation	Improved retail offer in place 2020

## Committed People

Actions	Measures
Develop and retain an excellent staff team	Retention levels are high (% leaving below 15% each year – 12% in 2016)
	Stability (% of employees with over 12 months' service) of 75-85% (82.3% in 2016)
	Pay the living wage (as per living wage foundation) to all employees from 2019
	Be recognised as an employer of choice
Develop and retain a well-trained and high quality volunteer team	Supported by 300 volunteers (200 in 2016)

## Effective communications

Actions	Measures
Develop and deliver an effective communications plan which engages with our worshipping congregations, visitors, donors, supporters, staff and people in appropriate ways	Increased engagement on social media
	Increased website hits

## A sustainable financial base

Actions	Measures
Establish an effective commercial operation	Combined contribution of over £120k per year from retail and events (c£60k in 2016)
Build a solid base of committed donors	A committed donation income stream of £300k per year as unrestricted general donations (c£70k in April 2017) 10 businesses who commit to support us financially every year as Business Partners (4 in April 2017) Over 250 individuals who commit regular financial support to the Cathedral. (35 in April 2017)
Increase the Cathedral endowments	A total endowment of £5m and plans to build towards £10m by 2027 (£2.16m end of 2016)
Develop effective ways to gain donations from visitors once charging ceases	Voluntary donations from visitors not admission charges contributing £40k per year



## Our Values:

We will be known as much for our Values as our Vision. As we pursue the purpose and strategic objectives listed above, our values provide a touchstone for our common life, expressed both in private and in public. In our common life, we value:

**Hospitality** – of both people and ideas

**Faith and Spirituality** – being open to the challenge and resources of God

**Art and Creativity** – expressing the life of God amongst us in ways beyond words

**Reconciliation** – embracing and welcoming difference and diversity

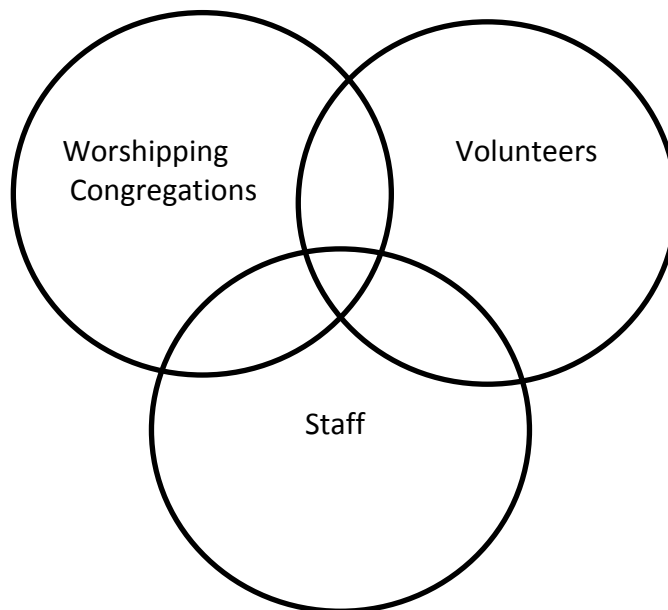
**Risk Taking** – confidently stepping out of the familiar in the service of God

**Excellence** – always reaching beyond our present practice and experience

## Delivering the plan:

Our work programmes, our vision, purpose and strategic objectives and require several programmes of work, delivered through the whole Cathedral Community, which are then supported by more detailed action plans.

Our Cathedral Community is made up of three primary groups:



To achieve our vision we need to **invest** in our **people**, our **property**, our **programme**, our **purpose** and our **partnerships**.

## Strategic Plan Partners

Our strategic partners are vital to delivering the strategy as either

- Mission partners
- Resource partners

City & Region – business, tourism and arts

- Coventry University
- Warwick University
- Coventry City Council
- CW8 and other local Arts providers and City of Culture groups
- Coventry and Warwickshire Champions and other local Business Networks

Reconciliation networks – locally, national and internationally

- Lord Mayor’s Peace Committee, Rising, Refugee and Migrant Centre, Coventry groups
- Centre for Trust Peace and Social Relations at Coventry University
- Archbishop’s Reconciliation Ministry and UK Reconciliation ‘Spine’
- Anglican Communion and other International networks

# Financial Plan

Coventry Cathedral	Strategic Financial Plan 2017 - 22																		All figures are in Ek and rounded		
	2017			2018			2019			2020			2021			2022					
	Total Income	Total Expenditure	Net Income / (Costs)	Total Income	Total Expenditure	Net Income / (Costs)	Total Income	Total Expenditure	Net Income / (Costs)	Total Income	Total Expenditure	Net Income / (Costs)	Total Income	Total Expenditure	Net Income / (Costs)	Total Income	Total Expenditure	Net Income / (Costs)			
<b>Welcome</b>																					
Community Support	41	48	(7)	42	49	(7)	43	50	(6)	45	51	(6)	46	52	(6)	48	53	(5)			
Stewardship	159	-	159	162	-	162	168	-	168	175	-	175	183	-	183	192	-	192			
Retail	64	47	17	66	48	18	68	50	18	80	55	25	82	56	26	85	57	28			
Tourism (inc donation from 2020)	143	69	74	147	70	77	152	73	79	125	75	50	129	76	53	133	78	55			
<b>Worship</b>																					
Liturgy, Choir and music	79	169	(90)	81	172	(91)	84	176	(92)	86	179	(93)	89	183	(94)	92	187	(95)			
Events	183	108	75	188	110	78	209	118	91	215	120	95	222	123	99	228	125	103			
<b>Reconciliation &amp; Education</b>																					
Reconciliation	12	29	(17)	12	30	(18)	12	30	(18)	12	31	(19)	12	31	(19)	12	32	(20)			
Education	39	37	2	40	37	3	50	40	10	60	45	15	70	50	20	80	60	20			
<b>Resources</b>																					
Fundraising & Marketing	120	92	28	180	101	79	240	103	137	290	105	185	300	107	193	310	109	201			
Administration	230	279	(49)	237	285	(48)	244	296	(52)	251	302	(51)	259	308	(49)	267	314	(47)			
Property	135	395	(260)	135	415	(280)	135	435	(300)	135	457	(322)	135	480	(345)	135	504	(369)			
<b>Total Operating Position</b>	<b>1,205</b>	<b>1,273</b>	<b>(68)</b>	<b>1,291</b>	<b>1,317</b>	<b>(25)</b>	<b>1,405</b>	<b>1,371</b>	<b>33</b>	<b>1,475</b>	<b>1,420</b>	<b>54</b>	<b>1,527</b>	<b>1,467</b>	<b>60</b>	<b>1,581</b>	<b>1,519</b>	<b>61</b>			
<b>The above relies on the following levels of income into restricted funds (excludes any specific stand alone projects)</b>																					
<b>Restricted funds</b>																					
Music (inc endowment interest income)	25			26			28			29			30			32					
Property (inc. endowment interest income)	5			5			6			6			6			6					
Education (inc endowment interest income)	21			22			23			24			26			27					
Reconciliation (inc funding for Canon)	88			92			97			102			107			112					
<b>Total Restricted income</b>	<b>139</b>			<b>146</b>			<b>153</b>			<b>161</b>			<b>169</b>			<b>177</b>					
<b>Assumptions</b>																					
<i>Income for contribution areas +3% per yr.</i>																					
<i>Expenditure for contribution areas +2% per yr.</i>																					
<i>Property income to remain level to allow for void time when properties are not let (currently fully let)</i>																					
<i>Property cost increase at 5% per yr.</i>																					
<i>Restricted funds required 5% increase per year to fund increased activity</i>																					
<i>Fundraising and stewardship - step changes in line with strategic plans on growth</i>																					
<i>Marketing 2 days / week @ £10 per hour estimated from 2018</i>																					
<i>Admin &amp; retail includes 4% increase into 2019 which covers step change towards living wage in 2019, plus opportunity for increased training costs.</i>																					
<i>Step change in events 2019 to recognise planned City of Culture Trust support, retail to recognise need for permanent shop by 2020</i>																					
<b>This is a prudent plan, all further opportunities to increase income will be pursued and the aim will be to outperform this plan over time</b>																					
<b>However, a basic sensitivity analysis indicates the range of actual bottom line achievement by the end of 2022 could be between -£40000 and +£120000. This indicates the fragile nature of the financial position overall</b>																					

## **Appendix 2: A short definition of the 8 Essential Qualities, as used by the Diocese of Coventry**

**Empowering Leadership** – Effective leadership begins with an intimate relationship with God, resulting in Christ-like character and a clear sense of God’s calling for leader’s lives.

**Gift-based Ministry** – The Holy Spirit gives to every Christian spiritual gift(s) for the building of God’s kingdom.

**Effective Structures**– The Church is the living Body of Christ. Like all healthy organisms, it requires numerous systems that work together to fulfill its intended purpose.

**Inspiring Worship Services** – Inspiring worship is a personal and corporate encounter with the living God. Both personal and corporate worship must be infused with the presence of God.

**Holistic Small Groups** – Holistic small groups are disciple-making communities which endeavor to develop each person according to their God-given gifts and raise leaders to sustain the growth of the church.

**Need-oriented Evangelism** – Need-oriented evangelism intentionally cultivates relationships with people so they can become fully devoted followers of Jesus Christ who are actively participating within the life of the church and community.

**Passionate Spirituality** - Effective ministry flows out of a passionate spirituality. Spiritual intimacy leads to a strong conviction that God will act in powerful ways.

**Loving Relationships** – Loving relationships are the heart of a healthy, growing church. Jesus said people will know we are his disciples by our love.