

A Strategic Vision for Lichfield Cathedral 2014 – 2023

Introduction

- (a) Every Christian body has to discern the signs of the times and consider where its mission and priorities lie.
- (b) This plan, accordingly, arises from our recent history, a careful evaluation of the opportunities now available to the Cathedral and all English Cathedrals and the needs that have become apparent as we try to orient our work and resources for mission, evangelism and the celebration of God's Kingdom.
- (c) Lichfield is one of the earliest pilgrimage sites in England and the legacy of our Anglo-Saxon foundations, gloriously personified in the humility and Christ-likeness of our Patron, St Chad, colours and influences our style and practice of ministry and mission. It reminds us of our spiritual, theological and pastoral responsibilities and the need to refresh and re-present Christian truth and hospitality in each generation.
- (d) This document is intended to guide all areas of the Cathedral's life,
- To promote excellence
 - to ensure a sense of cohesiveness,
 - to focus the effort of all involved in Governance and Management,
 - to shape the contribution of our staff and volunteers and gain their enthusiasm and commitment,
 - to provide our many partners in the Diocese, Local Government, Business and Commerce, Voluntary and Statutory Institutions and Organisations with clarity about our aims and goals and to seek ways of developing and sustaining our relationships with them.
- (e) The key to the future will lie in forming robust partnerships and strategic alliances; we will need to see achievement and fulfilment in terms of what we do together rather than in what we do on our own.
- (f) As we set these goals and directions we will need to match them with corresponding pastoral oversight, managerial and organisational provision:
- the finance to undertake the work;
 - the human capacity to handle all our tasks;
 - the effort in communications and marketing to understand, participate in and further our work;
 - the commercial, tourism, enterprise and innovation skills to develop the work;
 - the training, maintenance and sustaining skills to keep staff and volunteers, worshippers and supporters involved, motivated and fulfilled.

The Mission of Lichfield Cathedral

Lichfield Cathedral is called to live and proclaim the transforming love of God. Through the fullness of its life in the Spirit, it seeks to be a sign of the friendship and freedom that God in Jesus Christ has given the whole world to enjoy.

The Key Roles of the Cathedral

Over the past seven years we have tried to capture some of our work in terms of the roles assigned to us by custom, tradition, law and practice.

(a) Cathedra

The Bishop's teaching seat, his chair, his Cathedra, is the clue to the meaning of the word, Cathedral – the house that keeps the Bishop's chair. It reminds us that the Cathedral exists as a focus of unity for the Diocese, a place of catholicity where the whole Diocesan Church may gather, to be taught by the person of catholicity, the Bishop. The Cathedral is the natural home for the exercise of some of the major moments in the Bishop's ministry – rites of initiation, ordinations, commissionings, Diocesan services of celebration and thanksgiving. The Cathedral is the symbolic centre of the Diocese, assisting in representing the Diocese to the wider Church (as with overseas and ecumenical links) and in partnering Diocesan initiatives and programmes that can find a focus or outlet by using the Cathedral building or by working with the Cathedral Foundation and its staff, volunteers and worshipping community.

(b) Sacred Space / Place of Pilgrimage / Icon

The Cathedral has been a place of pilgrimage since its first consecration in 700 A.D. Pilgrimages culminate in a holy place so that there can be encounter with the holy and transformation of life.

The Cathedral is a place of beauty, holiness, memory; a place for searching and discovery. It is the single greatest heritage asset in the District, County and among the greatest in all the cultural assets of the West Midlands. It enjoys massive public approval and is much-loved; it is seen as accessible sacred space.

(c) Place of Worship and Tradition

The Cathedral's constant purpose is to offer worship and prayer to God; this is its unceasing tradition and is the heart of its life. The 'house of the Church', the building, represents change and continuity; it has iconic status. The musical

tradition is a distinctive glory of English Cathedrals and its life and maintenance offers opportunities for engagement and participation.

(d) Place of Discovery, Learning and Nurture

The Cathedral has particular responsibilities to foster all age education and exploration, not only through vigorous and imaginative work with schools and through hosting Diocesan occasions, but through dialogue, music, the visual arts, public lectures, Christian nurture programmes, and hospitality to a wide range of concerns and cultural expressions. It seeks to be a place where matters of public, social and moral concern are explored and where national and international dimensions feature in learning and discovery.

The values we will seek to embody

Healing

Lichfield Cathedral has been, since earliest times, a place where people sought healing. We will seek to be a place where people's desire for health and healing of mind, body, relationships and world can be prayed for; where the sacraments of healing are regularly celebrated; where space is made for quiet prayer and the ministry of intercession is offered and available.

Holiness

The Cathedral building points people to God through the love of Jesus Christ; the Cathedral community is caught up in the proclamation of the Christian faith and in living out its message. The Cathedral is a holy space through which people can begin to experience God. It is animated by worship and prayer; the building and its history offers an invitation to all to encounter God and God's peace. Music is offered at the highest standard to enhance its feeling of holiness and for people to glimpse God through the holiness of beauty.

Hospitality

A Christian welcome is the first obligation the Cathedral has to all its visitors; that attitude of hospitality will be further exemplified by the way we trade in the Shop and Café, the way we answer enquiries, by our web presence, notices, communications and marketing. It will be further resourced by our programme of music, tours and visits, events and exhibition, performance, interpretive literature and display. It will help visitors/pilgrims engage with the Cathedral and open opportunity for prayer and reflection.

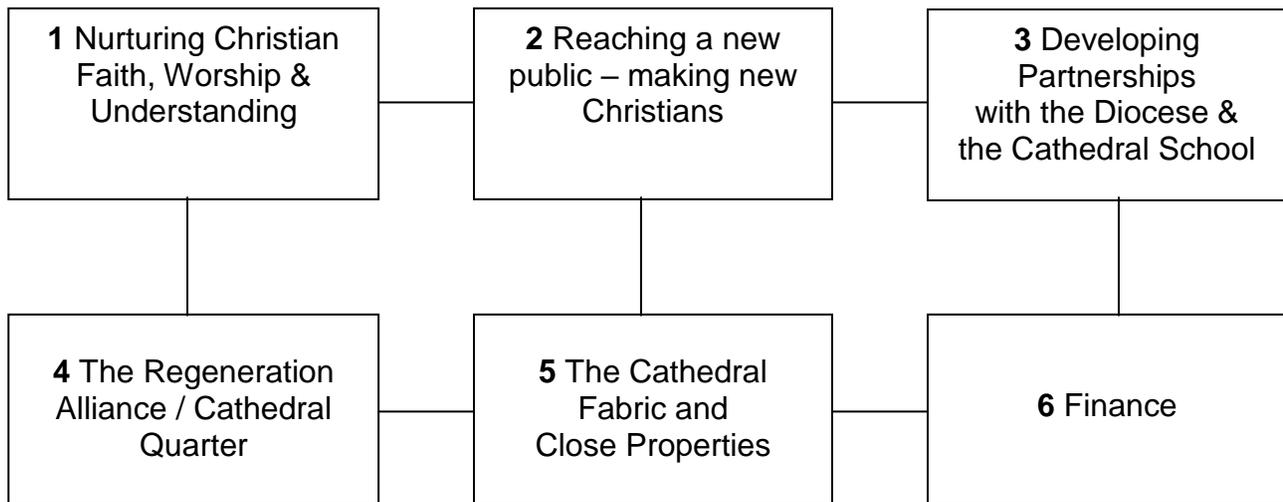
Hope

The Christian faith is about a hope that helps us look forward, confident in the memory of what God has achieved in Jesus Christ; that sees us through evil, sin and death; and is resilient in the face of wickedness and suffering. The Cathedral's whole mission is to offer an alternative view of life and, in its

approach to people and opportunities, it will seek to inform each with all the patience, energy and wisdom of Christian hope. The Cathedral will seek to serve and understand the challenges and changing needs of our world and society, and will work in partnership with the Diocese and other organisations to bring a distinctive note of hope to all our contemporary concerns.

From now to the future – the Key Priorities for 2014 – 2023

Taking our part in God’s Mission



The six priorities are set out as building blocks and will require different amounts of time, effort and attention.

(a) We know that the Cathedral faces a serious financial challenge: it must develop new revenue streams, control costs, and set about serious and sustained capital fund-raising. It needs to market itself in a more coherent and organised way and use commercial methods of best-practice to increase its income and make the Cathedral’s facilities, offers and goods available to a paying clientele. However, the Cathedral is rich in Spiritual Capital. It has a place of approval and ownership in many local hearts. It puts many different groups in touch with the Christian faith and with each other. It is recognised as a hub, a symbol, a place of prayer, a visitor destination and a place where memories are cherished.

(b) We face a challenge in the Cathedral building and our Close properties. There are serious repair and conservation works to undertake. We know that if we are to live up to our mission we must have the facilities that match our needs: a visitor/education centre, catering and shop space, lavatories, reception space and a more hospitable entrance and exit to the Cathedral. None of this can be delayed indefinitely.

(c) Equally we realise that for Cathedral and Diocese to flourish there must be a sense of alignment in our mission priorities and the acknowledgement that the Cathedral can bring a distinctive and particular enhancement to those aims –

- i Discovering the heart of God
- ii Making disciples
- iii Reaching new generations
- iv Transforming communities
- v Practising generosity

All our development priorities inter-link: we want the Cathedral's regeneration to be part of a story of Lichfield and Staffordshire's regeneration. We would like that story to dove-tail into the mission of the whole Church in the Lichfield Diocese, so that the Cathedral can be seen as a companion, resource and strengthener of the Diocese. It is the hope that the way we order our life as a Cathedral, by worshipping and loving God, by using our opportunities, building alliances, encouraging learning, repairing and conserving, offering space and hospitality, the mission of God can go forward, and people find the Cathedral's four values well lived and authentically conveyed.

1 Reaching a new public – making new Christians

'The Church exists by mission as fire by oxygen.' In our times we have an urgent priority to make the love of God in Jesus Christ known. All our work points us to this single task. Our effort - in keeping the Cathedral and Close attractive, repaired and in good order; our stewardship of finance; our work in raising Lichfield's profile and bringing more people here; our service to the local economy; our task of nurturing the faith, enriching our worship and building good institutional relationships between our School and Diocese - is to provide the means by which more people can find a path to faith, life in the Church, and the service of God's Kingdom.

English Cathedrals, as places aspiring to excellence in all they do, currently enjoy an extraordinary popularity and approval. In part this is due to the way we minister to emergent spirituality and our ability to help people connect with history and tradition and provide the space for heart searching, reflection and the naming of wants and desires. Cathedrals are centres of learning and worship and music, places to express social solidarity, holy spaces to explore and seek healing for human joy, pain, grief or confusion. It is important that we have clarity about our fundamental roles and that we systematically relate all we do to our mission and the values that sustain and exemplify this. A Church in mission is called to take risks. A recent Church of England survey on Cathedral growth has reported that 55% of English Cathedrals have introduced a new weekly service on Sunday or a week-day - and all have grown new Christians.

Actions

- Experiment with new worship opportunities for young people
- Open ourselves to receiving Cathedral School families

Outcomes

- The existence of new disciples
- Renewed patterns of prayer and discipleship
- A greater contribution to the well-being of society
- A greater financial generosity and the offering of life

2 Developing Partnerships with the Diocese and the Cathedral School

Lichfield Diocese is one of the most diverse in the Church of England and it has discerned five distinctive themes as a way of participating in God's mission (see earlier section). It is important that not only is the Cathedral a venue for the celebration of the life of the Diocese but that it also makes a distinctive contribution to each theme so that a growing sense of partnership and joint endeavour emerges.

The Cathedral Clergy have strong skills in education and theological communication and have staged public lectures, courses and study days. Work has taken place with the Director of Transforming Communities on Ageing and Environment. It is expected that this will develop. The Cathedral has hosted and actively contributed to Diocesan Spirituality days. Similarly, the Cathedral has supported Diocesan links with the World Church and World Mission. It has renewed contact with Matlosane. Its recent pilgrimages have enabled friendships to grow with the Diocese of Jerusalem and St George's Cathedral Jerusalem.

Lichfield Cathedral also boasts a fine choral and musical tradition which is an honoured and accepted means of drawing people close to the presence of God. Our choral tradition has a huge repertoire reflecting the glory of the English (Anglican) musical tradition. The Cathedral School grew as a means of educating the Cathedral Choristers. Now it educates c450 pupils aged 3-18 and offers independent education to boys and girls based on the Christian foundation of the School. Jointly, the Cathedral and School have established an innovative and popular musical outreach programme 'Music Share' bringing almost 3,000 children to Lichfield each year.

The closest possible relationship with the Cathedral School through its Chaplaincy should be realised.

The Cathedral will seek to encourage more participation in the Choral tradition and enable the School to participate more fully in the Cathedral's worshipping

and educational life. For example, by the Cathedral School's initiative of appointing Choral Scholars.

As the School develops new patterns and provision for extra-curricular and curricular enrichment, the Cathedral will be a partner with the School and other Diocesan Schools in acting as host and promoter of events and learning opportunities.

We will seek to link this work with our partnership work with the Diocese.

Actions

- Continue the Music Share initiative and Cathedral 'Young Voices' and 'Youth Voices'
- Explore the possibility of running summer choral courses
- Provide learning opportunities about the English Music tradition
- Welcome and encourage participation by Cathedral School families in Cathedral worship and formation
- Develop the Sixth Form choral scholarships
- Develop appropriate alternative services at the Cathedral for young people
- Co-operate with local parishes to find an appropriate pattern of ministry for Lichfield in the light of Cathedral Quarter plans and an increasing involvement of the Cathedral with local businesses and Local Government
- Establish a blue print for collaborative working with Diocesan departments
- Investigate the possibilities for synergy between the Cathedral and Diocesan Office, for sharing effort and expertise and identifying economies

Outcomes

- Measurable increase in the participation of children, young people and families in Cathedral events and worship
- A series of service level agreements between the Cathedral and Diocese outlining joint ways of working and expectations of cost and performance
- Increased usage of the Cathedral by Diocesan Departments
- Areas of Cathedral expertise (e.g. Liturgy, Doctrine and Biblical Studies) are utilised in Diocesan training provision and/or Cathedral provision is used routinely by the Diocese

3 Nurturing Christian Faith, Worship and Understanding

The Cathedral is a place of pilgrimage, worship and spiritual exploration. These roles need to be under-girded by programmes of welcome and interpretation, nurture in faith and worship, and inventive and imaginative learning opportunities for all whom the Cathedral serves across the Diocese and Region. Equally, we need to address the needs of our visitors and those whose relationship to the Cathedral might be limited to attending a concert or a brief visit to an exhibition or

display. The Cathedral has to resource and nourish all associated with its life – staff, volunteers and worshipping communities. We have the care of two valuable libraries – the historic Cathedral Library and the Dean Savage Library, both of which require continued care and attention to ensure that the Cathedral Library contributes to Scholarship and the Dean Savage Library is of benefit to Clergy, Lay Ministers and students in training for ministry.

Actions

- The Cathedral will also seek to partner the Diocesan Officers in offering and developing collaborative programmes of theological and religious learning
- It will continue to work with Schools to offer high quality learning outside the classroom (through visits, projects and tours)
- It will work in partnership with Colleges and Universities to offer suitable placements
- A Music Foundation fit for the 21st Century which helps feed/nurture the faith of those who deliver it as well as those who attend, but also reaches out to the wider area and diocese
- It will seek to develop craft and skills learning for all ages
- It will continue to offer itself as a venue for exhibitions
- It will be identified as a centre for Theological communication and learning

Outcomes

- Collaborative working with the Diocese (see next section) leading to coherent training provision
- Increased school participation through visits or web-based learning leading to increased understanding of the Cathedral as a place of faith and pilgrimage
- Increased use of the Libraries giving recognition to Lichfield as a centre for academic research and a useful resource for theological study.
- A Music Foundation fit for the 21st century which helps feed/nurture the faith of those deliver it as well as those who attend, but also reaches out into the wider area and diocese.

4 The Regeneration Alliance / Cathedral Quarter

Cathedrals have an important part to play in regional and local economies; working with partners in Local Government and with the Chamber of Trade and Commerce, we seek to bring more visitors to Lichfield, to improve the visitor experience, to raise Lichfield's profile as a tourist destination and to provide the car and coach parking, hospitality, educational and exhibition facilities, public sanitation and signage that a top rate destination requires.

The proposal to establish a Cathedral Quarter helps to identify the primary areas of investment for all partners and enables joint planning to take place. The establishment of a Cathedral Quarter has profound economic impacts, but it is

also, and perhaps more importantly, an aesthetic and ethical matter. High quality public space that offers opportunity for people to enjoy a collection of ancient buildings, experience the original street plan of Lichfield and see the vistas of the Cathedral from Beacon Park and the paths and gardens round the Pools contributes to human well-being and satisfaction.

Similarly, new links with all the town centre visitor attractions and the development of visitor information and new patterns of interpretation through printed and electronic media will enable tourists and pilgrims to spend longer in the City and fully appreciate all that is on offer. The City is a focus for heritage, for culture, education, performance and historical understanding (e.g. the record office, the Heritage Centre, The Johnson Birthplace Museum and Erasmus Darwin House). If these are linked to Cathedral visits the pattern is very rich and has the potential for much greater exploitation.

Actions

- Continue work and negotiations with the District Council and Staffordshire County Council to develop the idea of the Cathedral Quarter, to undertake a master-planning exercise and a town centre partnership (with the City Council featuring in the plan as an essential consultee)
- Develop a strong dialogue with the County Council's Destination Management Partnership and with other visitor attractions in the vicinity e.g. the National Memorial Arboretum, Shugborough, the Wedgwood Museum)
- Undertake an Economic Impact Study to provide the evidential base for the Cathedral's role in the local economy
- Develop visitor and education facilities in the Close (see Fabric and Close section)
- Strive to quantify the increase in visitors these measure will bring

Outcomes

- Publication of a target for the expected numerical growth in visitors, tourists, educational and cultural tours
- Production of a plan for a new Education/Visitor Centre with interim arrangements
- Production of a Cathedral Commercial Development Plan, integrating all our trading and income-generating activity

5 The Cathedral Fabric and Close Properties

- Maintenance, Repair, Conservation, Adaptation

The Cathedral and its Close is one of the most exquisite settings in England. The view of the Cathedral from the south, across the two pools provides an unrivalled vista. It is a visual glory and it is justly prized.

The Cathedral

The Cathedral and its collection of glass, artefacts, sculpture, furnishings and its historic library and Anglo-Saxon treasures render it uniquely interesting, architecturally significant (in the highest category) and of outstanding historical importance.

Its care and stewardship is the biggest challenge and responsibility facing Chapter. It is also a centre of mission and outreach and those functions are currently severely hampered by grossly inadequate facilities.

Actions

- completion of the conservation and repair of the Herkenrode glass
- re-installation of the Herkenrode glass
- re-wiring and re-lighting of the Cathedral
- new lavatory block on the site of the Old Song School (rear of 14 The Close)
- undertaking priority works outlined in the 2011 Quinquennial report
- developing a further programme of Cathedral repairs from 2016 onwards
- re-ordering and refurbishment of the Lady Chapel to include a proper shrine to St Chad
- resolution of the place of the Font and any consequent work
- Ensure that the organ is properly maintained
- reordering and refurbishment of St Stephen's Chapel and the St Chad's Head Chapel
- replacing all the plastic chairs that are currently in use
- re-paving the path to the West End
- undertaking works to open the spire, tower, roof spaces and stairs to paying visitors
- improving the North West door entrance and re-considering earlier proposals for a distinct exit at the South West door and the removal of the shop
- creation of a new Education Centre at 20 The Close
- creation of a new Shop, Cafeteria and reception spaces contiguous with 19 The Close and incorporating The Old Stables
- Close paving and re-lighting works
- repair and stabilisation of the Medieval Barn at 15 The Close for storage
- use of outbuildings at 14 The Close for storage
- improvements to Close lighting and paving
- investigation of green/sustainable energy for all projects

The outline costs
£10-£20 million

Outcomes

- A Cathedral that is safe, well-lit, well-ordered, flexible but with key liturgical and devotional spaces identified, beautified and enhanced
- A Cathedral that offers a more coherent and compelling story, where exits and entrances are unconfused and there is a greater clarity about the building's principal focus.
- A building that can cope with greater visitor demand
- A Close which is safe, well-lit, sign posted and allied with traffic and parking arrangements in the City of Lichfield

The Close Properties

The Close Properties require constant repair but are one of Chapter's largest sources of income. Our aim will be to identify some properties as investment opportunities; to improve the insulation and energy-efficiency of the Canonical and Decanal houses; to enter into a service-level agreement with the Diocese for the enhancement and development of the way our (currently very well-managed) properties are supervised and run.

We will further develop a proposal to determine which properties might have development and investment potential and which might form the basis, with another agency, for social/sheltered housing/convalescent care.

Outcomes

- Enhanced income from Close properties
- Resolution of a problem set of properties either for enhancement and development or disposal/re-assignment to a housing or a care provider.

6 Finance

The Cathedral's mission has to be supported by realistic financial policies. There is no doubt that aspirations and opportunities often out-strip the financial resources available to the Cathedral.

Three needs have become obvious:

- (i) Revenue income has to rise in order to meet day to day running costs and help to re-build the Cathedral's free reserves;
- (ii) Expenditure has to be clearly monitored to ensure efficient use of the resources entrusted to the cathedral in the fulfilment of the Strategic Vision

- (iii) Capital fund-raising will have to be put on a new footing in order to fund the necessary programme of works on the Cathedral and Close.

As we look at the broad impact that the regeneration of the Cathedral might be expected to have on visitor numbers and the local economy, it is reasonable to expect that a further (or a series of) bid(s) will be made to the Heritage Lottery Fund and any other public funds our partners in Local Government might help us to identify.

Actions

- Identify new income streams for revenue and capital funding
- Encourage the expansion of the Cathedral Friends and the Cathedral Patrons
- Recruit more Cathedral Guardians
- Re-focus all our trading towards much greater profitability
- Improve the commercial know-how of the whole Cathedral team
- Recognising the centrality of music in Cathedral Worship and therefore its prominence in the budget, to ensure outcomes deliver value for money, and the necessity to raise funds to further endow our music
- All departments to receive regular budgetary accounts to ensure proper stewardship
- Market visits/tours with retail and catering offers
- Improve the profitability of Cathedral property lettings after suitable investment or remedial work
- Increase use of the Cathedral for evening performances/high quality events
- Establish a new appeal committee to drive forward the capital fund raising
- Receive and consider the report and recommendations of the Cathedral Finance Strategy Working Group
- Work with volunteers to improve their understanding of the financial challenge and enable them to help raise more income
- Monitor use of the Cathedral by all users to review the content and quality of all performances and the economic contribution and cost basis of concerts and other lettings
- In line with more relaxed wedding regulations to allow weddings from alumni and alumnae of the Cathedral School

Outcomes

- A whole staff and volunteer focus on commercial opportunities
- The establishment of a united trading company with a mandate to increase profitability and improve marketing and communication
- An increase in our free reserves to three months by 2017
- An increase in revenue income by December 2014 and a target figure of £100K growth by the end of 2015
- The recruitment of 12 new Cathedral Guardians by the end of 2014

- The completion of the East End Appeal by December 2014

Supporting Actions

This strategic vision has specified that we must begin to experiment with new worship opportunities for young people and open ourselves to receiving Cathedral School families, while staying alert to the needs of our visitors and pilgrims. The whole of this document concerns the manner and means by which Lichfield Cathedral can develop its blessed and rich inheritance.

It will be important for Chapter to monitor how all these plans strengthen the Diocese, contribute to the well-being of society, make new disciples, set people off on renewed patterns of prayer and discipleship and stimulate financial generosity and the offering of life. These are the outcomes we need to be most concerned about.

In terms of the organisation and delivery of our mission, these last practical points offer a check-list that requires constant attention.

- (a) The creation of specific portfolio plans to deliver both our priorities *and* the routine activities needed to keep the Cathedral running efficiently
- (b) The recruitment, training, support and retention of properly skilled, motivated and engaged staff and volunteers to undertake both routine tasks and new work
- (c) An efficiently managed infrastructure including IT
- (d) Regular reviews and updating of our Risk Management Plan
- (e) The maintenance of our Crisis Management Plan to enable business continuity in the event of potentially serious disruptions
- (f) Good governance procedures with Chapter, Cathedral Council and the College of Canons working in a truly collegiate manner to undertake executive oversight
- (g) Good day-to-day management by the Administrator and other senior managers
- (h) Good financial processes and clear financial reporting
- (i) Sensitivity to the paradoxes in Cathedral life between the needs of worshippers and visitors
- (j) Clear, concise internal and external communications

Plans and Planning

By October 2014, after discussions at Chapter and Cathedral Council meetings, we will seek to produce a summary of this strategic vision for wider circulation together with a set of clear actions that will contribute to the realisation of this vision.

The Very Revd A. J. Dorber
27th June 2013
Updated 27 June 2014

Updated version with additions and adjustments made by the Music Policy Sub-Committee of Chapter
12 June 2017