

# The Cathedral Church of All Saints Wakefield

## Strategic Plan 2009-2014

Presented to

The Bishop of Wakefield

The Feast of All Saints

1 November 2009







# Wakefield Cathedral

## Strategic Plan 2009-2014

### INTRODUCTION

Wakefield Cathedral exists in order to worship God and point others to him. We seek to help people live as disciples of Jesus Christ, and to share his love with the world. We are set in the heart of the city of Wakefield, and endeavour to offer a warm welcome to all who enter or pass by our doors. We have made public our desire that everyone who lives in Wakefield District will come inside at least once a year. We try to give priority to people who are needy or disadvantaged. We hope to be a place of conversation for people of all faiths and none, and a cultural hub in the city centre. And as the Mother Church of the Diocese of Wakefield, our intention is that everyone in the diocese will feel at home here, whether coming for a major diocesan event, or in a parish group, or on a private visit.

This plan is an attempt to work out what these priorities mean in practice, and to look forward five years to 2014, to set some targets, and to work out what practical steps we need to take in order to make them happen.

Our current hope is that in 2013, we shall have celebrated the 125<sup>th</sup> anniversary of diocese, Cathedral and city, with the completion of our first phases of the development project. So by 2014, we hope to have the benefit of a number of new Cathedral facilities.

Chapter has responsibility also for the Chantry Chapel, and the plan tries to integrate the life of the Chapel into our overall vision for the Cathedral and its future.

The plan started life with discussion groups at our Annual Meeting. Chapter then asked a working party to produce a first draft, which has been put out to consultation with the Cathedral congregations, Cathedral Council, Honorary Canons, and a wide number of other interested parties. 18 written responses were received. The current version incorporates feedback from these responses and from a large number of conversations. However, Chapter's intention is that this strategic plan should remain a working document, which will be revised each autumn.

In the course of the next two Chapter Meetings, we shall seek to set key priorities arising from the document, and to identify people who will take responsibility for delivering them.

Jonathan Greener,  
Dean of Wakefield,  
on behalf of the Cathedral Chapter

Feast of All Saints, 1 November 2009

## MISSION AND DISCIPLESHIP

Cathedrals intrinsically offer what is called 'the mixed economy', i.e. traditional and modern, heritage and experimental. We also have excellent opportunities because of our position in the heart of Wakefield. We need however to develop *porous walls* so that those who pass by are attracted to come and experience the life of the Cathedral.

At the heart of our vision is the desire to help members of our congregation, and visitors from city, diocese and beyond to an experience of the living God; and to encourage and enable people to live out their faith day by day. We hope to build a community of celebration, where the love of God is experienced and shared.

<b>Where do we want to be in 2014?</b>	<b>How do we get there?</b>
Offering a particular welcome to people who are poor, needy and disadvantaged	<ul style="list-style-type: none"> <li>• Continue our work to integrate Wakefield Rent Deposit Scheme into the Cathedral's thinking and life</li> <li>• Continue to offer a warm welcome to the Thursday drop in for asylum seekers</li> <li>• Explore new possibilities for responding to the large number of people who visit the Cathedral with particular requests and needs</li> </ul>
Spearheading campaigns (especially locally and across the diocese) promoting justice and peace	<ul style="list-style-type: none"> <li>• Work with Christian Aid and other organisations to promote national campaigns</li> <li>• Foster close relationships with Wakefield MDC, so that they consult us regularly on matters of local interest and concern</li> <li>• Take a bold stance on local issues of inequality and injustice</li> <li>• Maintain and develop weekly prayers for peace, and the annual peace vigil</li> </ul>
At the heart of the city and in the city's hearts	<ul style="list-style-type: none"> <li>• Regular liaison with Wakefield MDC</li> <li>• Regular civic services (including a carol service)</li> <li>• Beating the bounds</li> <li>• Welcome pack for new businesses</li> <li>• Annual 'business service' as well as the usual services for special interest groups (scouts, Royal British Legion, etc.)</li> <li>• Advent calendar in local shops</li> <li>•</li> </ul>
Offering a warm welcome at our new Coffee Shop, and using this as a way-in for people to explore Cathedral life more fully	<ul style="list-style-type: none"> <li>• The recently opened Coffee Mornings are allowing us to explore what might be possible</li> <li>• We need to look at ways to relate these more closely with the life of the Cathedral itself, and to recruit more volunteers who can help turn a coffee shop into a place of Christian welcome and encounter</li> <li>• Resolve car parking, and develop and attractive external space</li> <li>• Engage with cultural events organised by the City (German Market, Rhubarb Festival, etc.)</li> </ul>
Welcoming increased numbers of visitors and tourists who wish to see this great building	<ul style="list-style-type: none"> <li>• Develop our network of volunteer guides</li> <li>• Create new notices to enable people to understand the heritage</li> <li>• Develop the Cathedral's leaflets: to cover more</li> </ul>

	<p>languages, and to introduce specialist subjects (stained glass, woodwork, monuments, etc.)</p> <ul style="list-style-type: none"> <li>• Acquire display cases to show off our precious silver, and significant items from across the diocese</li> <li>• Continue to engage with National Heritage Weekend and other national and local initiatives: promote the Cathedral as the heritage centre of the city</li> </ul>
Welcoming a large number of groups to use the Cathedral for social and cultural gatherings	<ul style="list-style-type: none"> <li>• The medieval nave was the principal meeting place in Wakefield, and we need to regain this vision for the future</li> <li>• Find funding for an events manager, to organise concerts, exhibitions, installations and public events at both the Cathedral and the Chantry Chapel</li> <li>• Develop a usage policy, to balance community and secular demands with those of the worshipping community</li> </ul>
With a thriving education department, with regular visits by schools and groups to the Cathedral and the Chantry Chapel, and promoting all kinds of initiatives that bring together diverse groups from the local community	<ul style="list-style-type: none"> <li>• A full-time education officer, plus admin assistant</li> <li>• A focus on Christian education, and on our two great heritage assets: the Cathedral and Chantry Chapel</li> <li>• Foster close relationships with the Cathedral School, as well as with the Grammar School Foundation</li> <li>• A separate education development plan has been produced, which focuses on ...</li> <li>• Year 1 – school and community</li> <li>• Year 2 – youth; and Chantry Chapel as a community space</li> <li>• Year 3 – early years</li> </ul>
With a thriving Junior Church/Youth activities	<ul style="list-style-type: none"> <li>• Encourage and build on the current successes in Junior Church and the crèche – providing support and training for all involved in leading this work</li> <li>• Through the Education Department, seek funding for youth work with Cathedral children</li> <li>• Provide regular preparation for confirmation</li> <li>• Explore new ways of involving and developing our young people (eg 'Godly Play')</li> </ul>
With a strong programme of Christian formation	<ul style="list-style-type: none"> <li>• Introduce a regular nurture programme at the Cathedral (and tie into this preparation for adult confirmation)</li> <li>• Where appropriate, encourage people from the congregation to take part in Cursillo</li> <li>• Continue an occasional series of thematic sermons</li> <li>• Continue to explore and promote the possibility of home groups and discussion groups – responding to particular opportunities (Lent, Advent, special speakers, enthusiastic individuals, etc.)</li> </ul>
Offering weekly 'Cathedral Conversations'	<ul style="list-style-type: none"> <li>• Develop a programme of speakers, debates, dialogues for Wednesday lunchtimes (along the lines of the Tuesday concerts)</li> <li>• Explore issues of life, spirituality, Christian faith and ethics</li> </ul>

	<ul style="list-style-type: none"> <li>Promote the Cathedral as a place of encounter and centre for unity – for people of all faiths and none</li> </ul>
Responding appropriately to spiritual searching	<ul style="list-style-type: none"> <li>Advertise ourselves as an oasis in the centre of the city</li> <li>Include a labyrinth in the new nave floor</li> <li>Offer 'Retreats at home' and exploration days</li> <li>Provide a quiet area in the renewed Cathedral for people's personal prayer</li> <li>Maintain ready access to the existing candle tree, and other prayer stations around the Cathedral</li> </ul>
Providing proper support for the prayer life of the congregation and diocese	<ul style="list-style-type: none"> <li>Develop a spirituality programme (quiet evenings, individually guided weeks of prayer, etc.)</li> <li>Encourage more people to attend daily worship (the Morning Liturgy and/or evensong)</li> <li>Organise a regular Cathedral retreat and/or pilgrimage</li> <li>Develop a pilgrimage package for parishes (see below under MOTHER CHURCH)</li> <li>Include regular sermons that explore The Holy</li> </ul>
A place of celebration and inclusive common life	<ul style="list-style-type: none"> <li>Provide plenty of opportunities for building relationships</li> <li>Develop 'Cathedral Live'</li> <li>Organise community weekends and regular local social events</li> <li>Re-think Sunday morning coffee to be more welcoming and inclusive</li> <li>Offer hospitality for people across the diocese (cf. our clergy lunch on Maundy Thursday)</li> </ul>
With a well-developed and deeply caring network of pastoral care	<ul style="list-style-type: none"> <li>Foster mutual encouragement and support within our congregations, without imposing structures of pastoral care</li> <li>Provide ministerial care (ordained and lay) for those who are housebound or temporarily indisposed</li> <li>Develop the role of Lay Pastoral Ministers and encouraging vocations to pastoral ministry</li> </ul>
With larger numbers in our congregations	<ul style="list-style-type: none"> <li>Offer a mixed economy of worship to give the greatest opportunity for growing congregations</li> <li>Build a culture of invitation</li> <li>Develop welcome and hospitality teams</li> <li>Plan and deliver Mission 2013 to the people of the parish</li> </ul>
With effective communications and publicity	<ul style="list-style-type: none"> <li>Review and strengthen our communications policy</li> <li>Develop our use of the Internet to communicate and share the Gospel</li> <li>Form a communications group who take front-line responsibility for publicity and media relations along with regular newsletters and other communications possibilities</li> <li>Renew signage (which will receive a complete overhaul as part of the development plans), and review regularly</li> </ul>

## MUSIC AND WORSHIP

Our worship also needs to offer a mixed economy, using both the Cathedral and the Chantry Chapel. We seek to be strong in the Tradition, but also innovative and risk-taking, allowing our worship to support the vision, mission and growth of our Cathedral. At all English Cathedrals, the music department plays a key role in facilitating daily worship, and our musical aim is to achieve excellence without exclusivity. In the table below, the first headings focus on our choral tradition.

<b>Where do we want to be in 2014?</b>	<b>How do we get there?</b>
With an established and effective Music and Worship Policy	<ul style="list-style-type: none"> <li>• Precentor to form a discussion group to explore possibilities (informed by other Cathedrals)</li> </ul>
With a strong professional music department (full-time Director of Music, part-time Assistant Director of Music and Organ Scholar), working in collaboration with Precentor and Chapter	<ul style="list-style-type: none"> <li>• Seek extra funding for Director of Music</li> <li>• Redefine and revise job descriptions for whole department</li> </ul>
Maintain and develop a choir with lay clerks, boys and girls	<ul style="list-style-type: none"> <li>• Good pastoral care of choir and their families</li> <li>• Work with the Music Trust to seek capital funding to secure the long-term future of the music department, the organ, etc.</li> <li>• Continue good relationship with the Grammar School Foundation and other schools</li> <li>• Enthusiastic recruitment</li> </ul>
With a music department that engages with a large number of schools in the city and across the diocese	<ul style="list-style-type: none"> <li>• Build on the experience of 'Sing Up!'</li> <li>• Include music outreach in the job description of the new Director of Music</li> </ul>
With a regular music group to support some services	<ul style="list-style-type: none"> <li>• Identify musicians and spirited leadership, and provide opportunities for involvement in traditional and contemporary worship</li> </ul>
With a voluntary choir established around a core group of singers	<ul style="list-style-type: none"> <li>• Identify singers and spirited leadership, and give opportunities to cover both traditional worship and to be involved in contemporary worship</li> </ul>
With a strong, broad pattern of worship	<ul style="list-style-type: none"> <li>• Explore an attractive pattern of evening worship for days without Choral Evensong</li> <li>• Maintain 9.15 and 11 with their distinctive ethos</li> <li>• Develop Missa, and other creative worship (Taizé, Celtic, cantatas, jazz, vigils, Stations of the Cross, etc.), using art, film, meditation, prayer stations, modern technology etc.</li> <li>• Use the Chantry Chapel to broaden our appeal</li> </ul>
Using regularly the Wakefield Cathedral Prayer	<ul style="list-style-type: none"> <li>• Prayer to be composed!</li> </ul>
With a time for reflection and prayer each day at 12 noon in the Cathedral	<ul style="list-style-type: none"> <li>• Prepare a very short liturgy: petition, Cathedral Prayer, Lord's Prayer</li> </ul>
With more lay involvement in leading worship	<ul style="list-style-type: none"> <li>• Identify people and help them discern their calling (including potential Readers)</li> <li>• Provide training</li> <li>• Discussion groups on the booklet 'Worship changes lives'</li> </ul>

With an enthusiastic band of ringers	<ul style="list-style-type: none"> <li>• Continue to encourage the Tower captain and band</li> <li>• Occasional social events to be organised by the Cathedral</li> </ul>
With a committed team of servers	<ul style="list-style-type: none"> <li>• Training for servers, sub-deacons</li> <li>• Rededication of servers at Michaelmas</li> <li>• Social events for servers</li> </ul>
Hosting imaginative and welcoming diocesan and civic services	<ul style="list-style-type: none"> <li>• Create imaginative liturgy that is flexible, welcoming and responsive to our guests</li> </ul>
With more young people involved in our worship	<ul style="list-style-type: none"> <li>• Keep the liturgical participation of children and young people under review</li> <li>• Find ways of involving them at 9.15/10am services in addition to the presentation of Junior Church work: reading, prayers, children's talk, presentation, etc.</li> <li>• Ensure our sermons and prayers will sometimes engage young people – including the youngsters in the choir</li> <li>• Particular involvement for young people in the creation and leading of contemporary worship</li> <li>• Ensure proper safeguarding procedures are implemented and monitored</li> </ul>

## MOTHER CHURCH

As the Mother Church of the Diocese, our role is to host diocesan celebrations, welcome parish groups on visits and pilgrimage, model good practice in music, liturgy and pastoral care, and be a visible presence at significant diocesan events wherever they take place.

Where do we want to be in 2014?	How do we get there?
Continuing to host major diocesan services and events	<ul style="list-style-type: none"> <li>• The proposed development will make us much more flexible and user-friendly for major diocesan celebrations</li> <li>• Create attractive liturgy that spans the traditions of the diocese</li> </ul>
Held in affection by people across the diocese	<ul style="list-style-type: none"> <li>• Find ways of celebrating our 125<sup>th</sup> anniversary at which everyone feels welcome</li> <li>• Develop the idea of a 'mobile' Cathedral, with clergy and others representing us at significant services and events around the diocese</li> <li>• Where possible, Cathedral clergy to accept invitations around the diocese for preaching and cover</li> <li>• Provide a warm welcome at our coffee morning/coffee shop</li> <li>• Invite curates from the diocese to preach at evensong, and bring a support club</li> <li>• Develop a prayer partnership between Cathedral and diocese – following the diocesan prayer calendar</li> <li>• Work with the College of Canons to enable them to be the Cathedral's ambassadors throughout the diocese</li> <li>• Work with the congregations to deepen understanding of what it means to be a Cathedral</li> </ul>
Modelling good practice for parishes	<ul style="list-style-type: none"> <li>• Put on worship which parishes want to copy</li> <li>• Create liturgies that can be planted across the diocese</li> <li>• Organise and participate in courses/experiential lectures</li> <li>• Encourage choir and precentor to participate in worship around the diocese</li> </ul>
With parishes and deaneries using the Cathedral as a place of pilgrimage and for their own events	<ul style="list-style-type: none"> <li>• Develop a pilgrimage package</li> <li>• Work hard at communication and publicity so parishes know what is on offer</li> <li>• Host a quarterly deanery service – and send our choir out those Sundays to sing in the Diocese</li> </ul>

## RESOURCES

Our intention over the next five years is:-

- To refurbish the nave of the Cathedral to create a bright new space, with greater access and increased flexibility for worship and other uses; and to build a northern extension which will allow the whole plant to be used to maximum effect by the Cathedral Community, the city and the diocese
- To increase income from sponsorship and revenue to ensure long-term sustainability
- To develop the facilities at the Chantry Chapel and to increase its use for worship and educational purposes

Where do we want to be in 2014?	How do we get there?
<p>In a strong and sustainable financial position, continuing to pay in full our Common Fund contributions to the diocese; with restructured financing in order to become less dependent on the discretionary Section 23 Grant from the Church Commissioners (in 2009, 36% of our budgeted income)</p>	<ul style="list-style-type: none"> <li>• Seek in the immediate future to raise our income through stewardship and commercial activity in order to balance our budget for 2009 and 2010</li> <li>• Increase commercial activity in our bookshop and coffee mornings, and pursue other sources of income generation</li> <li>• Organise an annual stewardship campaign for the congregation</li> <li>• Develop an increased awareness of the need for giving by Gift Aid</li> <li>• Appoint legacy officer to encourage people to leave a legacy to the Cathedral</li> <li>• Seek additional money for our music budget in order to recruit a new full-time director of Music and to maintain our Music Outreach Programme</li> <li>• Restructure the education department in order to secure its long-term sustainability</li> <li>• Investigate and if necessary implement registration for VAT</li> <li>• Put legal arrangements in place to safeguard the future of WRDS and the Cathedral</li> <li>• To begin to build a capital fund which will underpin Cathedral finances in the longer term</li> <li>• Encourage giving from visitors to the Cathedral</li> </ul>
<p>With generous giving to charity and mission (including our link with Mara Cathedral)</p>	<ul style="list-style-type: none"> <li>• Organise special appeals</li> <li>• Ensure sufficient regular income to give annual support to a variety of missions and charities</li> </ul>
<p>With the current clergy structure of Dean and 2 Commissioners' Canons, plus 2 Diocesan Canons</p>	<ul style="list-style-type: none"> <li>• Continue to demonstrate that the Cathedral clergy play a full and active part in the life of the diocese and that we give good value for money</li> <li>• Continue to pay common fund contributions in full</li> </ul>
<p>With a committed, enthusiastic, well-trained and clearly focused lay staff</p>	<ul style="list-style-type: none"> <li>• Exercise careful, pastorally sensitive management, with good use of training and appraisal</li> <li>• Deploy staff effectively to maximise income</li> <li>• Develop relationships with Church House to share staff where possible</li> <li>• Develop vergers in their liturgical function, and seek to operate a 7/7 rota</li> </ul>

With a large, committed, flexible group of weekday volunteers, serving as welcomers and guides, in the bookshop and coffee shop, arranging flowers, counting money, maintaining the building, and in countless other roles	<ul style="list-style-type: none"> <li>• Designate one of the clergy or a member of staff to take responsibility for the management and support of volunteers</li> <li>• Provide pastoral support, and training to build confidence</li> <li>• Recruit across city and diocese – our Sunday congregations alone cannot resource this</li> <li>• Increase professionalism and shared vision</li> <li>• Provide properly resourced training (with accreditation)</li> <li>• Organise regular activities and events to show our appreciation of our volunteers – and consider a regular volunteers’ newsletter</li> </ul>
With an enthusiastic and committed group of churchwardens and sidespeople	<ul style="list-style-type: none"> <li>• Clarify wardens’ responsibilities and duties</li> <li>• Provide regular training for sidespeople to develop the ministry of welcome</li> <li>• Continue to develop people’s sense of vocation to these vital roles</li> </ul>
With a strong and vibrant Friends’ organisation running a varied programme of educational and social events	<ul style="list-style-type: none"> <li>• Chapter is currently putting together a new structure for the Friends</li> <li>• Encourage the Friends to recruit enthusiastically from outside the congregation, and indeed from outside the Diocese</li> <li>• Promote good relations with other Friends’ organisations (e.g. The Chantry Chapel, The Hepworth, etc.)</li> </ul>
With a flexible, accessible, warm, bright and user-friendly Cathedral	<ul style="list-style-type: none"> <li>• The Development Project – phases 1 and 2</li> </ul>
With a northern extension housing (incorporating the Treacy Hall), providing a coffee shop and education centre, and a large reception/meeting space	<ul style="list-style-type: none"> <li>• The Development Project – phase 3</li> </ul>
With plans in place for cleaning and re-lighting the Quire, and east end, along with the crypt	<ul style="list-style-type: none"> <li>• The Development Project – phase 4</li> </ul>
With plans in place for the restoration of the Kempe stained glass windows	<ul style="list-style-type: none"> <li>• The Development Project – phase 5</li> </ul>
With a re-ordered Chantry Chapel, offering greater possibilities for worship and educational/heritage activities	<ul style="list-style-type: none"> <li>• A separate project is in hand, with the majority of funding in place</li> <li>• Clean the west front if possible – tests are in hand</li> <li>• Continue discussions with Wakefield MDC about renewing the bridge, improved signage etc.</li> </ul>
With excellent signage in both buildings, enabling people to understand and appreciate the significance of our heritage	<ul style="list-style-type: none"> <li>• Already part of our development plans for both buildings</li> </ul>
With a well maintained Cathedral Centre, connected into the northern extension	<ul style="list-style-type: none"> <li>• Make provision for necessary works in annual budget</li> <li>• The extension corridor is part of the Development Project - phase 3</li> </ul>

With well maintained properties in Cathedral Close	<ul style="list-style-type: none"><li>• Continue to engage with diocese for the good maintenance of clergy housing</li><li>• Upgrade number 2 little by little (for which we have responsibility as landlord)</li><li>•</li></ul>
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