



**Vision statement
&
Strategic Plan 2011-13**

YOURS : FAITHFULLY

Introduction

Bradford Cathedral is a living, praying, worshipping community in the heart of the City of Bradford.

It has daily and Sunday worship, a large and active choir of adults and young people, and a regionally significant educational programme for schools and adult groups.

It is a venue for concerts, meetings and conferences as well as special services for the City and District of Bradford and the churches of Bradford Diocese.

It has a committed staff team including three clergy and the head verger living on site, an active congregation and a large number of volunteers involved in its life and in wider service and hospitality to others.

The first version of the Cathedral's vision and strategic plan came out of consultations and development in 2006, and ran over five years. It identified the central vision and mission of the Cathedral, and set out the outcomes towards which the Cathedral would work. Many of the objectives of that plan were achieved. In reviewing the plan in 2011, the Chapter consulted about what aspects of the cathedral's life needed more intensive work, in particular where the Cathedral was not growing as it should. The result was the identification of eight key areas within the overall tasks of the Cathedral (printed in bold type on page 4 below) to which particular attention and resources would be given in the three-year period 2011-13 – a period which fits with the Church Commissioners' schedule for grants and review of its funding. Minor changes were also made to the wording of the Vision statement and the framework of outcomes.

The papers below set out the revised vision and overall aim of what the Cathedral should be, sets out some of the progress made during 2006-11, and then highlights in more detail the plan for how the Cathedral can move more effectively towards the outcomes in the eight areas where in the Chapter's view the Cathedral needs to work further. The other areas of the Cathedral's life continue to be worked at as part of the Cathedral's overall mission and engagement, building on the work done so far, but the plan does not go into detail as to how this ongoing work is to continue.

It is important to emphasise that this planning process is not a matter of jumping through hoops or ticking boxes, but an expression of our living faith in Jesus Christ set in the context of being a Christian Cathedral in Bradford, rooted in prayer and worship, and in loving service to all in the name of Jesus Christ.

May God lead and encourage us as we seek to share God's hope, faith and love with all in the Diocese of Bradford and beyond.

The Very Revd Dr David Ison
Dean of Bradford
November 2011

Bradford Cathedral Vision statement

Bradford Cathedral is a community rooted in daily Christian prayer and worship in the Anglican Tradition, supporting the work of the Bishop of Bradford

We welcome, inspire and encourage the people of Bradford, the Diocese of Bradford and beyond:

- **a cathedral for everyone, offering hospitality to all whatever their faith and circumstances;**
- **serving all people in the name of God, commending by prayer, word and action the good news of the transforming love of God through Jesus Christ in the power of the Holy Spirit.**

Bradford Cathedral fulfils this mission by:

Developing its Christian Community as

a **centre** of spirituality, prayer and worship for all ages:

- which educates and nurtures in Christian faith and tradition
- working to share the Christian gospel with others
- through its unique role in the Diocese of Bradford
- in partnership with other Christian churches

Engaging with the whole Community as

a **parish church cathedral** for the centre of Bradford:

- which encourages people and organisations to explore and develop their spiritual life and shared values and put them at the heart of public life
- supporting the work of the public, private and voluntary sectors in the area served by the cathedral
- in partnership with people of other faiths and none, for the common good

Being a Hospitable Community

as a **safe and welcoming space** for people of all ages, beliefs and circumstances:

- which encourages encounter and understanding
- caring for those in need and seeking justice for the oppressed
- in partnership with the wider community

Becoming a Resourceful Community

as a **cathedral church** which invests in people and develops practical resources

- which applies them effectively in hospitality and service
- developing a sustainable future
- in partnership with others.

19/9/2011

Bradford Cathedral Strategic Plan 2011-13

Summary of Outcomes:

1 The Cathedral is a well-developed Christian community

- 1.1 there is high-quality worship through liturgy and music
- 1.2 at the heart of Cathedral life is a community (residential and non-residential) of daily prayer and worship, open to all
- 1.3 the Cathedral is a centre for prayer and spiritual development
- 1.4 **the congregations are cared for**
- 1.5 people of all ages, particularly children and young people, who come to the Cathedral are nurtured in faith
- 1.6 **the Cathedral is engaged in mission and outreach with the good news of Jesus Christ**
- 1.7 the Cathedral is a learning community
- 1.8 there is ongoing reflection on the gospel as it is proclaimed
- 1.9 **members of the Diocese of Bradford, urban and rural, feel connected to the Cathedral and feel that it adds value to their parochial church life**
- 1.10 Cathedral strategy and staff support and cohere with Diocesan priorities
- 1.11 ecumenical partners are involved and their gifts are welcomed in all parts of Cathedral work
- 1.12 the Cathedral supports and learns from the worldwide church

2 The Cathedral is engaged with the whole community

- 2.1 there are strong links with the public, private and voluntary sectors in the area served by the Cathedral, particularly the city of Bradford
- 2.2 Christian presence and witness in a multi-cultural city is strong
- 2.3 **the Cathedral is involved in the regeneration of the city centre**
- 2.4 there is an active programme of arts and music at the Cathedral
- 2.5 the Cathedral helps people and organisations to explore and develop their spiritual life and shared values, and put them at the heart of public life
- 2.6 the Cathedral enables reconciliation and wholeness
- 2.7 **there is advocacy and action towards justice for oppressed people, locally and worldwide**
- 2.8 theological reflection is enabled and encouraged
- 2.9 there is high quality religious education for people of all ages
- 2.10 there is mutual understanding with people of different faiths and beliefs, and action together to respond to the needs of the city

3 The Cathedral is a hospitable community

- 3.1 people of all ages, beliefs and conditions, especially children and young people, are welcomed and feel safe
- 3.2 those who need a peaceful space find sanctuary
- 3.3 no one is turned away empty-handed
- 3.4 vulnerable people are offered practical help and sign-posting, in partnership with other organisations
- 3.5 there is encounter and understanding between different people

4 The Cathedral is a resourceful community

- 4.1 staff and Cathedral members are nurtured and enabled to give their best
- 4.2 **the gifts of Cathedral members are fostered and used in mission and ministry**
- 4.3 there are clear and effective structures of governance
- 4.4 management and administration is of high quality
- 4.5 there is financial stability
- 4.6 resources, finance and numbers of people coming to the Cathedral are growing
- 4.7 the physical resources of the Cathedral are used sustainably and to full effect
- 4.8 there are effective partnerships with other bodies
- 4.9 **there are theological resources for reflection, understanding and education**
- 4.10 **there is effective communication inside and outside the Cathedral**

Review of outcomes: Bradford Cathedral Strategic Plan 2006 - 2011

The review covers the headings of the outcomes towards which the cathedral has been working since 2006 (see above on page 4), and is a report on the quinquennium 2006-11.

I. The Cathedral is a well-developed Christian community

Daily morning and evening prayer was re-established at the cathedral early in 2006, and drew in a small number of worshippers beyond the Close's residential community. Evensong on Sundays was given its own service slot at 4pm in 2007 and developed a small regular following, allowing use of the 6.30pm time for a range of outreach and other services including a monthly Taizé service. Monday evensong was established in 2003, and after a review of worship in autumn 2006 and some experimentation this was augmented by a sung Tuesday evensong in 2009. A range of individual service booklets using a breadth of Common Worship resources were produced in 2006-7, to be used alongside the Book of Common Prayer. The choir grew considerably during the quinquennium in both numbers and standard of music, thanks to a lot of hard work by the music staff. In 2009 after two years of discussions and working together the choir was relaunched by bringing together the existing cathedral choir with the Bradford Choristers, a men and boys choir which had left the cathedral in 1981 after the then organist was dismissed. In 2008 the cathedral became one of the musical centres running the Sing-Up! government-funded initiative with a grant of £35,000, some of which helped to resource the musical work at the cathedral; when this grant was withdrawn two years later, a local benefactor underwrote the grant for a further five years, allowing the cathedral to employ a half-time Assistant Director of Music and a music administrator as well as sessional music staff, which not only benefited the wider community but also enabled the choir to thrive and to be a means of giving the opportunity for children of all backgrounds to discover and nurture musical talent up to potentially professional level. At the end of the quinquennium there were about 50 children and 30 adults in the choir, of both sexes, singing in a variety of configurations, whose high standard of musical excellence was noted and appreciated by visitors, local dignitaries and Cathedral regulars alike, and who not only sang in the choir but also took music out into the diocese and the city (for example singing at Christmas round the city hospital).

Spiritual growth through the cathedral was encouraged in the wider cathedral community, for example in using the same psalm cycle and joining in prayer non-residentially, as well as using Sunday evenings for worship and prayer in a wide variety of styles. The Wednesday morning 7.30am Eucharist linked with the Cursillo renewal movement drew in several more people, and a weekly breakfast was introduced in 2008; people were fed through this into the wider Cursillo movement. The later 10.15am eucharistic community remained steady in number at up to 20, with the traditional Lent breakfasts continuing to draw people from outside the cathedral community; a monthly breakfast for Sunday 8am worshippers was introduced in 2008. Together with a regular programme of pilgrimages in the cathedral, also taken out to churches across the diocese, there were joint conferences and services with diocesan spirituality groups 2007-2009; and in summer 2010 three honorary chaplains were installed, one of whom as a retired priest had a specific brief for developing spiritual direction. The cathedral had a tradition of a listening ministry, and this has continued to develop: another of the chaplains is the minister in charge of the city-centre Methodist project, and we worked together from 2010 to develop Christian listening to and for the city with volunteers from Touchstone, the cathedral and a local parish church, having two listening courses with a third planned for 2012.

Pastoral care became more firmly established with the arrival of a full complement of clergy by summer 2006 including a canon with responsibility for pastoral support. Although the Mothers' Union folded in 2006, it was replaced by a more informal fellowship group. The system of taking home communions was overhauled and more laypeople trained for this ministry. During 2010 two further home groups were established for support and nurture. A choir education programme was established to teach choristers the basics of Christian faith, and a clear structure of communion before confirmation and a later age for choir confirmation was agreed. A crèche area was set up in 2006, and occasional children's work was developed in 2010 into weekly provision for children on Sunday mornings. A youth group was also set up in 2006 based around choir members. Provision of nurture through basic faith courses was undertaken several times during the quinquennium, including a course in partnership with the diocese, and there were a number of occasional and regular study groups. This area was frequently reviewed and new developments made in order to provide the level of pastoral care and nurture required by a dispersed and widely varying congregation and broader membership.

Regarding **growth**, despite hosting some evangelistic events and active participation in the Hope Bradford initiative in 2008 including Canon Williams on the steering group, work remains to be done to sharpen the

cathedral's focus in evangelism, and this is a feature of the next stage of the strategic plan. We welcomed a significant number of new people as worshippers, but numbers attending Sunday worship at the cathedral grew slowly over the quinquennium, owing partly to the reality that the congregation had a higher than average proportion of elderly people (whose faithfulness and commitment enabled the cathedral to come through the difficult years of the early twenty-first century as well as it did) whose infirmity made them unable to attend. The electoral roll figure increased from about 150 in 2006 to 200 in 2011, and the average weekly attendance from 224 to 610 – the latter figure represented the hard work which went in to building connections between the cathedral, the Metropolitan District and the diocese, resulting in nearly doubling the number of special services during the year in 2010 (51, up from 28 in 2009). Occasional offices increased slightly over the quinquennium, with a larger number of weddings from 2009 partly in response to the Weddings Project in Bradford: but from two or three to nine or ten per year was still not a large increase, although many of these were of unchurched local people and made links with the community.

Mission engagement was however a particular feature of the quinquennium. There were a number of initiatives in which the cathedral acted as a significant player in the city, which appear later in this report; they included work for two years to set up multi-faith chaplaincy in the courts in 2008; developing work between Muslim and Christian women leading into wider interfaith co-operation in the community and the appointment of a Muslim woman as part-time Interfaith Development Officer in 2009; and commissioning a review of university chaplaincy and then appointing a canon part of whose job description was to be convening chaplain in partnership with other Christian ministers and different faith representatives. In these and other ways the cathedral worked with and on behalf of the diocese in its ministry to the city and wider District. The cathedral also regained the place it should have as a focus for major civic events, from funerals to celebrations, one bishop's farewell and another's enthronement. A city carol service was launched in partnership with the District Council in 2008 and proved very popular. Engagement with the 'five marks of mission' included ongoing support for the worldwide church, in particular diocesan links with Sudan, Southwestern Virginia and Erfurt in which cathedral clergy and members had particular roles, as well as responding to crises in church and world such as floods or persecution of Christians in Pakistan: the dean hosted a seminar with Shabbaz Bhatti, Pakistan Minister for Religious Minorities, and Asian leaders from Muslim, Christian and Ahmadiyya communities shortly before Mr Bhatti's assassination in 2011. Giving to international, national and local mission continued at 10% of the cathedral's unrestricted income. The cathedral's eco-group worked hard during the quinquennium leading to the cathedral becoming the second in the country to be awarded 'Eco-congregation' status in 2010, and to be the first cathedral in England to install photo-voltaic panels on its roof in 2011 (which led to the cathedral giving advice and support to other cathedrals and churches considering this). The cathedral hosted a theology study group for the diocese for two years, and continued to reflect corporately (particularly through the College of Canons) on its mission and how this related to the diocese and other Christian partners, as well as to the wider community.

Some links with the **diocese** have already been mentioned. In addition to structural links through the cathedral's College of Canons and Council, the dean's role in the diocese, and hosting diocesan events and services, both residentiary canons and the dean were engaged in educational work in the diocese as well as Canon Frances Ward having a national theological profile; her successor Canon Sam Corley also does work with Ministry Division in London. Canon Andrew Williams joined the Board of Education and became an Advisor in Healing Ministry and a member of the diocesan Safeguarding Support Group as well as undertaking training of lay eucharistic ministers for the diocese, and all the clergy gave practical and pastoral support to churches and clergy in the deanery and diocese. There was a major flower festival in 2008 which drew in church groups from the southern part of the diocese and was attended by nearly a thousand people. An annual service for 600 church primary school leavers was started in 2008 and has continued. There were also a number of parish visits to the cathedral, and visits to parishes right across the diocese from the cathedral by choir, pilgrimage leaders or Friends. Feedback from the diocese as a whole indicated that by 2011 there was a very much more positive view of the cathedral than in 2005.

Ecumenical relationships also developed: in 2007 the constitution was revised to allow ecumenical canons, and five were installed that year. The Methodist Chair of District in particular played an important role in the College of Canons and the Council supporting the cathedral's ministry, and the cathedral hosted a major Methodist inauguration service in 2010. The installation of the (Methodist) Touchstone Project's team leader as a cathedral chaplain in 2010 was a way of furthering our active partnership with Touchstone and demonstrating the cathedral's commitment to working ecumenically in the city centre and beyond. Efforts were made to establish a Churches for Bradford umbrella body in 2009-10 as a light-weight ecumenical partnership for the city: this met with limited success owing to the very diverse nature of Christian groups and their concerns in Bradford. In 2010

the choir had an interchange with the local Roman Catholic community, with Vespers in the cathedral and evensong in the local RC church.

2. The Cathedral is engaged with the whole community

At the beginning of 2006 the cathedral hosted its largest and most complex event since the Royal Maundy in 1997: the funeral of PC Sharon Beshenivsky, which was broadcast around the world and was a focus for the feelings of the people of Bradford and beyond. It was a significant milestone on the journey of rehabilitating the cathedral into the life of the city. The work done by the dean and other staff and by Canon Ward in particular as city centre chaplain helped to develop links with civic, business, legal and voluntary sectors: the dean was Lord Mayor's Chaplain twice and became chair of the local authority Standards Committee; the cathedral joined the Chamber of Commerce and local partnerships for regeneration, city centre management and tourism; and there were attempts in 2007 and 2008 to link with the medical community. Contacts with voluntary groups together with two sets of public lectures in 2008 and 2009 reflecting on civic and shared life at the cathedral were part of the background to the formation of the Common Good network in 2010, underwritten by the cathedral and supported by the Joseph Rowntree Foundation, drawing together workers from different communities and faith positions in the Metropolitan District to encourage reflection and joint action for social cohesion and understanding. The cathedral engaged in this work with a distinctive Christian witness, promoting respect between faiths in the name of Jesus Christ, looking for partners in other faith communities willing to work together for the good of the community. The annual civic service was developed in 2006 to include some participation by non-Christian faith groups at the inauguration of a Muslim Lord Mayor while remaining a Christian service; and the Legal Service in January grew in numbers and reputation over the quinquennium.

Another marker of progress was the visit of the English Defence League to Bradford in August 2010, when the cathedral was part of the response of the city to enable a peaceful response to a major event just outside the cathedral's gates: the cathedral was a place of prayer and sanctuary, and was engaged in peace-making in the city as well as offering leadership in the aftermath of the event through a cleansing and blessing of the site of the disturbance.

The **regeneration** of the city was a particular problem in Bradford during this period. The cathedral's planning had been working on the assurance that development would take place in the city centre just below the cathedral: the Westfield site was cleared in 2005 but then remained dormant till 2008, and then after six months of work stalled again, leaving the cathedral isolated from the city centre. The cathedral was involved in local partnerships trying to improve the local area, leading to some road improvement and the installation of external signage on and around the cathedral in 2010, as well as the installation of an urban garden on the empty development site. The cathedral's own derelict and under-developed property (Clergy House and Cathedral Hall) was an ongoing issue with several fruitless attempts to find partners: however, in 2009 we began working with Heritageworks, a Building Preservation Trust from Manchester, and this led to significant progress and a possible partnership with MIND for development which was strongly supported by the District Council.

The potential of the cathedral as a venue for the **arts** and for concerts was under-utilised in 2006, and Canon Ward took the lead in forming Artspace in 2007, a group reporting to Chapter drawing in outside expertise to promote the cathedral as an arts venue. This was a very successful initiative, which led to an annual programme of events and exhibitions including national artists such as Anthony Green, Shakespeare and other drama inside and outside the cathedral, cultural interchange with Polish, Afghan, Palestinian and Latvian communities among others, and in 2011 a successful year of celebration of the King James Bible with the exhibition (supported by the District Council) of an original 1611 Bible from Lichfield and a lecture from Melyvn Bragg: the Artspace programme continues.

The cathedral's role in promoting wider literacy in **shared values and spirituality** was exercised partly through lectures and study groups in 2008-9. The cathedral hosted a mission from Westcott in June 2009 which engaged with policy-makers and organisation in the city to promote greater co-operation and lay the foundations for the Common Good network: the network then brought 40 leaders from Bradford together for a weekend in January 2011 to identify key issues for the District, which produced an agenda for action to promote greater cohesion and mutual understanding. The cathedral employed a Muslim woman as its part-time Interfaith Development Officer in the summer of 2009 funded by a government grant for two years, and further funding was secured in 2011 for another two years of work. One of the initiatives created was a scriptural reasoning group which

included over 20 Christians and Muslims engaging at depth about what they believe about their faith and that of others, and which led to beginning an initiative in 2011 to use that way of relating as a model for promoting deeper engagement about faith matters between different faith groups – looking not only at cultural difference, but engaging with real religious difference, and what values are held in common. The dean also became involved in the work of the city's Faiths Forum, looking at how to develop its work and enable it to be part of bringing together people of faith in common work for the good of the city. There were also a number of initiatives around culture and hospitality in which the cathedral participated, including the Treasures Revealed project where it was part of a local faith trail learning about five different places of worship, and this brought several hundred people into the cathedral from different faiths during 2010 and 2011.

Education and reflection were expressed for adults through a range of initiatives including a book group, a range of creative evening services 2008-10, nurture and study courses. The cathedral was a venue for placements for candidates for ordained, Reader and lay ministry during the quinquennium; and the Westcott mission together with groups visiting from the high-quality religious literacy courses of Bradford Churches for Dialogue and Diversity meant that a diverse range of theological students were able to meet and engage with people and issues in inner-city Bradford through the cathedral. The cathedral's high-quality education work with children and young people continued, with the number of children coming for hosted and organised visits and workshops at the cathedral growing from 1300 in 2007 to over 2000 from 2008 onwards: the clientèle was very varied, from a rural school in Cumbria to almost entirely Asian-heritage schools in Bradford, and included teacher training students from mainly Muslim backgrounds. The cathedral was given a quality award from the Council for Learning outside the Classroom in 2011, and its education work brought in volunteers from different churches around the city to assist.

Working out **how Christian faith is expressed** in a multi-cultural city was an ongoing challenge during the quinquennium, and the cathedral looked to do this in partnership. There were three particular projects which developed during this period in which the cathedral had a significant important role. One was the Abigail Project, giving housing and support to destitute asylum seekers; another was the Inn Churches project, which gave shelter to local homeless people over the winter months in church premises, including in 2010 available space in the cathedral's halls, aiming towards a more permanent provision in the city. The cathedral and its people offered help in time and in kind towards these projects, and a welcome to the project users. And Street Angels was started in Bradford in 2007 with active involvement of cathedral personnel and congregation; Canon Williams became chair of their trustees in 2010. These three projects were all open to people of different faith or none while being inspired and supported by the Christian churches. In addition to addressing local issues the cathedral hosted presentations and fundraising events for national charities on a range of concerns including anti-slavery and sexual violence, AIDS, poverty and justice: the cathedral set up a weekly fair trade stall in 2007 to enable people to learn about and respond to issues of poverty, and became a Fair Trade cathedral. In addition the cathedral began planning an outreach toddler group to begin in late 2011.

In December 2010 the Dioceses Commission report noted that 'Bradford Cathedral has a particular importance for interfaith relations and social cohesion in England's fifth largest city.' This was the result of much hard work over the quinquennium: and the cathedral continues to work on this agenda, within the framework of the opportunities and issues raised by the Commission's report.

3. The Cathedral is a hospitable community

During the quinquennium work continued to enhance the welcome offered by the cathedral to those visiting it as well as those belonging to it. The Welcomers' rota was extended to include volunteers welcoming visitors on some Saturdays which together with the Treasures Revealed trail increased visitor numbers at the weekends. A guide in Polish was added to the languages available. Support was given to asylum seekers in collaboration with the Abigail Project from 2007. The weekly organ recitals during the autumn and spring-summer seasons brought in an increasing number of people of mixed backgrounds, growing in number from an average of 40 to over 60 during the quinquennium and providing a cheap lunch to those attending, who included from 2009 an occasional group of disabled elderly people and their carers. A carers' group was formed in 2008 following contacts between Carers UK and the Visitors' Officer, and this has continued to give practical and emotional support to a group of about a dozen regular attenders from among carers in the local community. The cathedral has participated in the Inn Churches project for rough sleepers in winter since its inception in 2009, and in 2010 was able to provide space in Cathedral Halls for weekly hosting of the project.

As part of offering a **place for all**, child protection and safeguarding procedures have been regularly reviewed since 2006 and measures to protect children and vulnerable adults strengthened, including an anti-bullying policy for the choir. The Boys' Brigade continued to meet and provide a small number of local boys with support and opportunity for personal development. A youth group was formed in 2006 to provide a regular social and spiritual programme for young people linked to the cathedral, growing in number from half a dozen to over twenty members, some of whom participated in diocesan pilgrimages to Taizé led by Canon Williams and summer camps. An appeal to members of the congregation led to the employment of a part-time youth worker in July 2011.

The cathedral's Community Committee oversaw a programme of **social activities** which included harvest suppers and a barn dance in the nave in 2007, shared lunches and other activities on and off site: there were parish weekends in September 2008 and 2011. Concern about issues of access led to a Disability Review in 2007, and a subsequent appeal enabled the installation of handrails in the cathedral grounds 2008-9, and the construction of lectern steps and a handrail for readers at the front of the nave in 2010.

Although Bradford Cathedral has a history of being relatively low church, it was felt important that it should be a generous and **welcoming space** for people of every churchmanship: the cathedral therefore installed an aumbry and sanctuary light as part of the refurbishment of the Holy Spirit Chapel in 2008 as a more welcoming space for private prayer, and worked together from 2008 with the small Anglo-Catholic constituency in the diocese to develop worship and spirituality events. The cathedral's listening ministry was re-invigorated, and healing prayer was given a higher profile by being moved from evening to morning services in 2007 on a monthly basis; diocesan healing conferences were also offered by the cathedral around St Luke's from 2008.

The cathedral's policy of offering refreshment to its casual callers who expressed a need continued, but was given more focus in looking at how to **sign-post** those with particular needs towards agencies which could be of assistance to them.

Work to encourage **encounter and understanding** between different people developed during the quinquennium: this was achieved through lectures (e.g. a visit from Revd Jesse Jackson in 2007, or the 2008-9 City lecture series); cultural festivals (e.g. with Afghani community in 2009 and the Latvian community in 2011); and events (such as International Women's Day which was celebrated through multi-cultural activities in the cathedral in 2007 and 2008). The scriptural reasoning group which met from 2009 enabled deeper encounter between a smaller number of people of different faith; and the regular work of the cathedral in civic events and educational visits within a multi-faith city was focused on enabling people to encounter others in difference with respect and openness.

4. The Cathedral is a resourceful community

The cathedral embarked in spring 2006 on a **strategic planning** process once a full complement of staff were appointed, which engaged not only the congregation but also external stakeholders in city and diocese, business and civic life; the vision of the cathedral was articulated and the outcomes identified, and after the first joint patronal festival meeting on 29 June 2006 of the Chapter, College of Canons and Council it was finalised and published. The Chapter worked with the vision and outcomes from 2006, using appropriate sub-groups and the opportunity for annual review and work on aspects of the strategic plan at the 29th June meetings of the corporate body, as well as at the Annual Parochial Church Meeting. In this way the Chapter drew on wisdom and skills across the cathedral community. This also meant that cathedral staff had a clear strategic framework within which to operate, assisted by a regular programme of staff review and the development of a weekly staff and diary meeting at which issues were discussed, with operational matters being delegated as required. In a small cathedral, staff need to operate out of goodwill: and the cathedral aimed to develop an ethos of mutuality and working together with the contribution of all being valued: a culture of affirmation and improvement rather than of blame. Although unable to give resources to formal engagement with Investors in People, the cathedral affirmed and enhanced the skills of its staff. These worked out for example in a series of awaydays 2008-10, and all staff (including clergy) taking Level 2 Food Hygiene Certificates in 2007, or in affirming the work of a verger over more than 50 years by continuing to value his contribution as an emeritus dean's verger.

As the cathedral came up to the end of its Company Voluntary Arrangement in November 2007, there was a stewardship campaign which resulted in 40 people offering additional time and talents for the Cathedral, the gift of

some £9000 for specific projects, and additional regular giving of about £10,000 a year, an increase of around 18%. Over 100 people – members of the congregation and wider Christian community – were active volunteers by 2011, despite the retirement of a significant number of the active congregation during the quinquennium, in areas as diverse as flower arranging, praying for others, pastoral visiting and making lunches. There was also support for a number of appeals for help for cathedral and diocesan links overseas, and local concerns such as earthquake and floods in Pakistan. The choir increased in number and social diversity, with choristers coming from about 25 schools in and beyond the city, a number being supported by grant funding for transport and music lessons: children with particular issues such as autism, underachievement or lack of social skills were helped to achieve appropriately and learn to relate to the discipline and support of a community. Choir tours to Canada in 2005 were followed by trips to Germany, Spain and around this country, giving children from Bradford opportunities to be affirmed by singing great music in churches and cathedrals.

The structure of cathedral **governance** was overhauled: the Chapter met ten times a year, with an additional awayday 2006-9. In 2006-7 the constitution and statutes were assessed and revised by the cathedral's governing bodies, which began to work more closely together. The purpose and aims of the College of Canons and the Cathedral Council were clarified to some extent, and this work is ongoing with a review of cathedral governance 2011-12 sponsored by the deans of the northern province. Chapter made use of groups as required: 2006-7 looking at aspects of implementing the Strategic Plan, and 2008-9 convening a group called 'Bradford a Cathedral City' which met with civic leaders to improve the relationship and mutual understanding between the cathedral and the city.

Management and staffing was also reviewed several times during the quinquennium. The Strategic Plan was finalised in July 2006; the cathedral's administrator died in office in October 2006, and a former churchwarden became acting administrator for six months to allow for consultation and planning. This led to the replacement of a secretary by a Publicity and Projects officer with marketing skills who got the cathedral into the media for the right reasons and raised its public profile considerably. After re-establishing this, her role was amended to become dean and administrator's PA in order to enable better co-ordination of activities as the cathedral workload grew further after 2009.

Financially Bradford Cathedral was notorious in the early years of the millennium for the failure of a major project and the resulting 'bankruptcy' of the cathedral. A Company Voluntary Arrangement was agreed in 2004, from which the cathedral was discharged at the end of 2007 after paying what it could to its creditors and financial administrators, but there were ongoing difficulties with its auditors and treasurer not having the time or expertise after the CVA to be able to sort out the cathedral's accounts, which remained incomplete from the end of 2002: and the cathedral had no money to pay accountants to do this work. A review of the situation at the end of 2006 led to the appointment of new auditors and a new treasurer in 2007; the treasurer first set up a new 'clean' accounting system for 2008 as a matter of priority, and then worked together with members of the cathedral and diocese with the necessary financial skills, and with the auditors, to find out how the accounts should be treated and to do the considerable work required, on a part-time basis, to bring the accounts to audit, including overcoming a number of difficult hurdles on the way. This work culminated in the signing of unqualified audited accounts for 2003-2010 in the second half of 2011, marking the final financial rehabilitation of the cathedral. Overall small surpluses had been made in most years and the cathedral had received some helpful legacies, so that its balance sheet had moved from being some £55,000 in debt in 2003 to a surplus of about £45,000 at the end of 2010.

Along with financial reconstruction, the cathedral's strategic planning included reviewing and working with its **physical resources**, in partnership with congregation, diocese and other stakeholders. A new architect was appointed in March 2006 to build on ideas suggested by the previous post-holder, and developed an ambitious plan to re-order the cathedral's east end and to bring the chapter house back into use for young people's work, meetings and conferences by moving out its fixed furniture. The need for this was highlighted in 2007 when the cathedral hosted the national Boys' Brigade annual conference with 350 delegates for a weekend. However, the Cathedrals' Fabric Commission for England required strong evidence to justify the proposals, and the cathedral secured a grant from English Heritage to produce a Conservation Management Plan 2009 which led to the necessary planning permission being obtained, and the work being done in the second half of 2011 funded by a legacy. Other English Heritage grants were given 2009-10 for window guards and re-roofing; and work continued on the quinquennial agenda, as well as repairs and security works necessitated by lead thefts from 2007 onwards which cost the cathedral thousands of pounds. There was a major fire risk assessment report in 2007 with consequent work to upgrade and improve alarm systems and procedures.

Smaller projects included refurbishing the Holy Spirit Chapel in 2008, the installation of handrails outside and inside the cathedral, and the replacement of a fixed dais with adaptable and portable staging. There were also three art commissions: an icon, a paschal candlestick, and external signage, paid for by restricted donations or legacies. The maintenance of the Close continued to be a challenge, but the identification of an affordable method of refurbishing the large windows of the clergy houses enabled them to be renovated and decorated in 2007, and a further legacy allowed investment in new efficient boilers and ventilation for the houses in 2010.

A particular feature of the cathedral's drive towards greater **sustainability** and energy efficiency was the installation of solar panels, a project which developed out of the work of the eco-group. The process was protracted due to the requirements of the planning regime, but culminated in the installation of a 10kwh system of photovoltaic panels and associated equipment at the end of August 2011.

Across the road from the cathedral, there were ongoing problems with Cathedral Halls which had no tenants from 2004 to 2006, and then lost its tenants again in 2009: although some occupation was secured it had problems with the heating, which was partly renewed in 2011 using most of the rent from an agreed two-year let: it remains in need of refurbishment and modernisation, being difficult to let because of the lack of disability access and other facilities. Clergy House next door, which a few years before had been declared unfit for habitation as the cathedral had no money for extensive repairs, had to be secured after occupation by squatters, but was then stripped by thieves: a long search for a way forward which would relieve the cathedral of responsibility and liability for the building looked hopeful by 2011 (see page 7 above).

Partnership has to be an essential component of the cathedral's strategy. This covered a wide spectrum of the cathedral's life, as the following examples show: in city centre mission working alongside the Methodist Touchstone project and the Anglican city centre mission priest; in evangelism with Hope Bradford in 2008 and the diocesan evangelists' mission in 2010; with the university in chaplaincy co-ordination from 2011; relating to city planners and local community groups about traffic policy and local development issues; hosting a concert programme with the local authority, and negotiating the permanent loan of a Steinway piano from 2007 as part of that; working with the university and other cathedrals and musical societies for concerts, notably hosting the Yorkshire Girls' Choirs Festival in 2008; co-operating with the arts organisation Kala Sangam which took over the former Millennium Project building, and using their facilities for major events; and hosting a Cathedral Camp in 2008.

The provision of resources for **reflection and education** was part of Canon Ward's brief from 2006, and she involved gifted volunteers to thoroughly overhaul the library and develop a specialism in arts and spirituality. Jane Williams agreed to be patron of the library in 2009 and re-opened it with a lecture in 2010: it has continued to be a focus for volunteer work and education.

Enabling positive **communication** to the outside world, and effective communication inside the cathedral, was a major part of the 2006-11 strategy, of which the employment of a Publicity Officer in 2007 was a key component. She developed good relationships with the local press, which produced regular features about the cathedral in the Bradford newspaper and on local radio. Part of the stewardship appeal at the end of 2007 was for external noticeboards, which were installed the following year, and putting up external signage in 2010 was a further way of making the cathedral more visible externally. The website was also revamped in 2009, and plans were made in 2011 to further increase its effectiveness. A monthly 'News & Notes' was produced for internal communication, and minutes of meetings were shared more widely, as well as utilising both the Community Committee and the Annual Meeting as opportunities for feedback and checking out the effectiveness of the strategy. This remains an ongoing area of development.

Summary

In the years between 2006 and 2011, Bradford Cathedral moved from a position of considerable weakness towards being a sustainable and effective Christian church in a multi-faith and challenging city and diocese. That target and its associated outcomes are challenging to achieve, and it has taken a great deal of work by committed staff and volunteers to build up the work and life of the cathedral. The breadth of their achievement is a testimony not only to them, but to the power and grace of the God who we serve and worship, in the name of our Lord Jesus Christ.

Bradford Cathedral Strategic Plan 2011-13

SIGNIFICANT CHALLENGES	PRIORITY	ACTION	RESOURCE NEEDED	LEAD PERSON	WHEN	OUTCOMES	HOW MONITORED
How to connect with the wide eclectic congregation, care for them and enable them to grow in discipleship	1.4 the congregations are cared for	undertake mapping exercise of groups & people – the existing structure of pastoral care; how to extend with geographic and/or interest groups and their pastoral convenor → set up informal structures covering all Electoral Roll members identifying leaders and those on the outside, matching these with people's expectations of pastoral care	parameters/ jobspec volunteers clergy time to: restructure healing prayer group and include others called to pastoral work; train and support; develop faith nurture	Canon Williams → fellowship group leaders + Action Group	2012-13	engage pastorally with whole congregation pastoral care available to those needing it faith nurture programme people feel cared for and taught	Chapter report from Action Group twice-yearly Yearly questionnaire in Lent includes review of this
How to make Christians through the Cathedral	1.6 the Cathedral is engaged in mission and outreach with the good news of Jesus Christ	invite diocesan evangelist to be honorary canon to lead cathedral in its engagement develop listening ministry in community including training people in listening skills	Canon missionary Listening Room facility developed volunteers: Alex / Listening Group/ Barbara Glasson + BLAG	Dean Canon Williams	2011-13	people are coming to Christ a listening ethos in congregation people outside congregation can be listened to	annual report from missionary annual report from Bradford Listening Action Group

SIGNIFICANT CHALLENGES	PRIORITY	ACTION	RESOURCE NEEDED	LEAD PERSON	WHEN	OUTCOMES	HOW MONITORED
Engage the cathedral with its diocese	1.9 members of the Diocese of Bradford, urban and rural, feel connected to the Cathedral & feel that it adds value to their parochial church life	engage bishop in having clear expectations for non-residentiary canons (mainly clergy) – give canons tasks encourage visits between cathedral and parishes	Bishop & canons choir & congregation	Dean Canon Corley	2012-13	canons are connected with the cathedral & contribute to its life increased number of exchange visits to & from parishes	Annual report
Engaging cathedral positively with the needs of the city as part of its Christian witness	2.3 the Cathedral is involved in the regeneration of the city centre	A major project to connect the Cathedral with the city on the south side – Wool Memorial Major project to redevelop Clergy House / Cathedral Halls for sustainable social purpose	Major fundraising campaign Grant funding or development money	Dean, Canon Randall, Administrator Dean, Administrator	2011-15	remodelling of churchyard completed project completed and successfully occupied	Regular Chapter updates Annual report
To be involved in the significant national and international issues represented in one of the poorest cities in the country	2.7 there is advocacy & action towards justice for oppressed people, locally & worldwide	Look with local authority at its priorities for social justice and how cathedral engages with these Look with diocese at its social responsibility agenda and how cathedral engages with these	Time Lay canons Bishop's Officer	Canon Randall	2012	cathedral's social justice ministry is developing and engages congregation members	Bi-annual report to Chapter (e.g. Martin Birkett visit)

SIGNIFICANT CHALLENGES	PRIORITY	ACTION	RESOURCE NEEDED	LEAD PERSON	WHEN	OUTCOMES	HOW MONITORED
Encouraging people to work out their Christian calling in the context of the mission of the cathedral	4.2 the gifts of Cathedral members are fostered & used in mission & ministry	Have stewardship review Appoint volunteer co-ordinator	List of things to sign up for Lay canons	?John Wright	2012	People have reviewed their gifts and have the opportunity to serve Groups are taking initiatives in mission	Annual report Lent questionnaire
Enabling the cathedral to be a theological resource for the world as well as the church	4.9 there are theological resources for reflection, understanding & education	Appoint new Canon Theologian & engage them in cathedral work	Money (from diocese/bishop?)	Dean	2012	two seminars a year at the cathedral engagement with theological comment in the secular world	Annual report
Develop effective internal communications, in order to work more effectively and engage cathedral members in its life	4.10 there is effective communication inside & outside the Cathedral	Staff communications audit [including minutes, staff links with groups, outside expertise, broadcasting, social media] engage with congregation through Lent questionnaire publish Chapter policies and outcomes in News & Notes help Administrator with taking minutes sort website	External consultant money for website	Administrator	by 29 June 2012	Communications Report with clear realistic recommendations	Customer feedback