



BRADFORD CATHEDRAL

YOURS : FAITHFULLY

Bradford Cathedral's Strategic Plan is set out below.

Pages 1 – 5 give you the Vision statement, introduction and Summary

The following landscape pages 1 – 8 set out the detail of the outcomes of the plan as set out in 2006.

Rather than continually revising the Plan, we decided to assess progress as part of our annual reporting process. The last detailed assessment was in 2008, and so the third section pages 3 – 8 gives you a snapshot of how well the Cathedral had done up to then.

We expect to undertake a new planning process in order to produce a new five-year plan in 2011.

This is not a riveting read! But it gives you an indication of our priorities, and the kinds of things we are hoping to achieve during this five-year period.

At the end of the day, however, we remain open to the Spirit of God to lead us; some things fall by the wayside, and new things arise that we hadn't thought of – and that's as it should be in a living church which follows our Lord in the way of salvation.

Bradford Cathedral



yours : faithfully

VISION STATEMENT & Strategic Plan 2006 - 2011

Bradford Cathedral Vision statement

What is Bradford Cathedral meant to be?

The Cathedral will 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 will be and do these things by:

Developing its Christian Community

It will be a **centre** of spirituality, prayer and worship

- which proclaims, educates and nurtures all ages 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

It will be a **parish church cathedral** for the centre of Bradford

- which encourages people and organizations to explore and develop their spiritual life and shared values and put them at the heart of public life
- developing civic links with 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

It will be a **safe and welcoming space** for people of all ages, beliefs and conditions

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

Becoming a Resourceful Community

It will be a **cathedral church** which invests in people and grows resources

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

26/6/06

Introduction

Bradford Cathedral is a living, praying, worshipping community in the heart of the City of Bradford., situated on Church Bank just above the new Broadway development.

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 team of three clergy and nine staff, an active congregation and a large number of volunteers involved in its life and in wider service and hospitality to others.

Why have a Strategic Plan?

The Cathedral has been through some difficult times, and is looking for renewed growth as it plays its part in the wider regeneration of the City of Bradford. It needs to assess its possibilities and opportunities in a fast-changing environment, and use its resources wisely and well. It also needs to work together with others to make more resources available for its work.

How has the plan been drawn up?

A process of strategic planning was initiated at Bradford Cathedral in 2003 in response to a request from the Church Commissioners that cathedrals should have a strategy for the proper use of their resources, some of which the Commissioners provide. A report from five working groups led to the outline drafting of a strategic plan, which was suspended after the then dean resigned in the autumn of 2004, pending a new dean coming into post. The work was revived after the installation of a new Dean in autumn 2005, and between March and July 2006 there has been a **planned process of vision development** which provides the foundation of this strategic plan, which began with a meeting of 38 people involved in Cathedral life. The plan reworks much of the material produced in 2004, and has been drawn up by a small group with the assistance of Elaine Appelbee, who was consultant in 2004. It has been contributed to and approved by the Cathedral Council, College of Canons and Chapter as well as being discussed with members of the Cathedral congregation. The process has included consultation with a wide variety of Cathedral members, with people outside the Cathedral from other churches, and with public, private and voluntary sectors.

The plan is set in the **context** of the strategy of Bradford Diocese, and has taken account of the *Future Faithful* document which was the Bishop's Charge to the diocese in 2004 and which has formed the basis for the Diocese's own planning: it has a particular concern for a spiritual heart of prayer and worship, for work with children and young people, a ministry shaped around the call to mission, involvement in the wider community and a strategy for growth.

Who is the plan for?

It has two main aims. First, it tells **everyone with a stake in the Cathedral** (from the Church Commissioners to local people) what the Cathedral sees itself being and doing over the next five years. Second, it **informs the work of the Cathedral** itself, so that the budgets set by the Cathedral Chapter and the guidance given by its Council and College of Canons will have a coherent shape and goal. This strategic plan gives an overview of work we believe needs to be done, and a general indication of timing. It doesn't set out clear priorities, and one of the first tasks of the Cathedral Chapter will be to do this in the light of what resources are available.

How is the plan set out?

At the front is the **Vision Statement**. This is the foundation of the plan: it sets out our vision for what we hope and pray the Cathedral will be in the future.

The plan is then set out as a number of outcomes. These are things we need to be doing in order to become what our Vision Statement says we will be. The **Summary of Outcomes** on page 5 sets out on one page the key points, which are then treated in further detail in the following landscape pages.

There is much more detail to fill in under each point in the plan. This is an strategic overview rather than a detailed blueprint for how it will all happen.

How will the plan make a difference in practice?

The plan identifies **who** is responsible for each area of work. It doesn't thereby prescribe who is involved. As a Cathedral community, we should expect that members of the congregation and wider community will be involved in the planning and delivery of the Cathedral's ministry and service. A specific proposal (4.2) is that there should be four task groups working to pray, discern, plan and implement the work we are called to do, under the overall co-ordination of the Chapter, relating positively to the work already done by Cathedral staff. We will also be looking at how we can draw people from different parts of the community outside the Cathedral into the work and service we are called to do.

Can the Strategic Plan change?

This is a five-year plan on a rolling basis; it is always a draft, a work in progress. Timetables and priorities will **change** as resources and circumstances change, and provision for revising the Cathedral's strategy on a regular basis is built into the plan. It will also change as the surrounding social and economic context changes, and the plans and work of partners in the city develops alongside ours.

This is a time of **development and opportunity** in the city and in the Diocese, and a good time for the Cathedral to be assessing for itself the question of what God is calling it to be and become. 'The Cathedral' can be defined in a number of ways: as the corporate body of Chapter, Council and College of Canons, as the building, as the staff, as the congregation and members... But whoever you are, in city or Diocese, this plan is about **you**. The Cathedral is what it is and may be through its relationships with others, and all are potentially part of its life and service.

It will be an exciting journey to share in the work of the coming years here at the Cathedral. May God guide and bless us as, in God's name, we seek to share the love of Jesus Christ with the city and diocese of Bradford.

The Very Revd David Ison
Dean of Bradford

Bradford Cathedral Strategic Plan 2006 - 2011

Summary of Outcomes: (i.e. by 2011 the Cathedral will be like this)

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

Bradford Cathedral Strategic Plan 2006 – 2011

GOAL/OUTCOME	ACTION	WHO LEADS	WHEN	RESOURCE NEEDED	MEASURE OF SUCCESS
1 The Cathedral is a well-developed Christian community:					
1.1 there is high-quality worship through liturgy & music	Teaching about & review of worship & music	Canon Ward	Autumn 2006 – Spring 2007	Meeting time	An agreed & implemented worship pattern An agreed policy for choir & music development
1.2 at the heart of Cathedral life is a community (residential & non-residential) of daily prayer & worship, open to all	Teaching about prayer Publicity & sharing vision	Dean	Advent 2006	Time for preparation	Increased numbers attending course & ongoing daily worship
1.3 the Cathedral is a centre for prayer & spiritual development	Outreach through spirituality – ‘MOT’ sessions	Dean	Lent 2007	Publicity; training for ministers	Increased number booking sessions
1.4 the congregations are cared for	Consult Congregational Committee & write paper to review framework for pastoral care	Canon Williams	Autumn 2006	Time to consult & prepare	Revised framework agreed
	Implementation of revised framework for pastoral care	Canon Williams	From Spring 2007	Meeting Time	Teams are trained & functioning
	Training of pastoral care teams	Canon Williams	By Autumn 2007	Training Time	Pastoral care teams function effectively
1.5 people of all ages, particularly children & young people, who come to the Cathedral are nurtured in faith	Confirmation group for young people set up	Canon Williams	Summer 2006 & on-going	Class time	Young People are confirmed & integrated into life of the Cathedral
	Youth group established	Canon Williams	Autumn 2006	Meeting time	Youth Group meets regularly
	Study courses & home/task groups are set up & supported	Clergy & Readers	Autumn 2006 onwards	Staff time	Greater attendance at groups & courses
	Baptism/ marriage /parenting courses are established	Canon Williams	2007 - 8	Time, resources, people	People come on new courses

GOAL/OUTCOME	ACTION	WHO LEADS	WHEN	RESOURCE NEEDED	MEASURE OF SUCCESS
1.6 the Cathedral is engaged in mission and outreach with the good news of Jesus Christ	Prayer for discernment and action together with others in evangelism, proclamation and social action	Clergy	2007 - 2011	Time, expertise	Thirty people become Christians through Cathedral ministry by 2011
1.7 the Cathedral is a learning community	Set up a theological society	Canon Ward, Canon Theologian	Spring 2007	Time, cost of publicity	A theological society brings people to engage with theological perspectives & issues; e.g. <i>Faithful Cities</i> 2006
	Renew the Library to become a living educational resource	Canon Ward, Librarian	2007 – 8	Time to assess stock, recommend policy to Chapter, raise money for books	People come in to use the library as a study resource
	Have relevant theological resources for sale in the Shop	Canon Ward, Education Officer	Autumn 2006	Time to research market, capital for stock	Profitable sale of theology resources
	Undertake regular audit of the Cathedral as a learning community	Canon Ward	Autumn 2007 on	Time to set up audit process	There is regular evaluation of what the Cathedral does from a learning perspective
1.8 there is ongoing reflection on the gospel as it is proclaimed	Ministers & staff undertake theological reflection in their work	Canon Ward	2006 - 2011	Time to meet	Positive feedback from congregation on content & presentation of sermons
	Interact with up-to-date biblical scholarship as resource for the way in which the Cathedral uses the bible in preaching & mission	Canon Ward, Canon Theologian	Spring 2007 onwards	Time for individual & group study, cost of books & courses	Reflective practice is acknowledged by ministers & laity
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	Study days for clergy & parochial groups, possibly using the library as a resource	Dean, Canon Ward	2007 onwards	Time, voluntary help if needed	Members of the diocese belong to Theological Society & attended study days
	Visits to Cathedral from parishes, Deaneries & other groups	Education Officer	2006 - 2011	Staff time, cost of hospitality	Increasing number of visits
	Cathedral staff visit deaneries & parishes, lead quiet days, are theological, educational, musical & spiritual resource	Dean & Canons, Education Officer, Organist	2006 - 2011	Staff time to publicise, arrange & do; expenses required	Increasing number of visits outside Cathedral

GOAL/OUTCOME	ACTION	WHO LEADS	WHEN	RESOURCE NEEDED	MEASURE OF SUCCESS
1.10 Cathedral strategy & staff support & cohere with Diocesan priorities	Work with Deaneries in city centre to co-ordinate mission	Dean	2006 – 2011	Meetings time & cost	Joint working which produces positive results
	Relate Strategic Planning to Diocesan strategy	Dean	2007 – 8	Time in meetings	Cathedral strategy coheres with Diocesan strategy
	Ministers undertake diocesan work, e.g. to co-ordinate Cathedral's role in theological education in the diocese	Dean	2006 - 2011	Time, expenses	Joint Cathedral – Diocesan work, e.g. education
1.11 ecumenical partners are involved and their gifts are welcomed in all parts of Cathedral work	Revise constitution to allow Ecumenical canons	Dean	Autumn 2006 - 2007	Meetings time & cost	Appointment of canons to defined roles
	Build closer relationships with other groups, especially Methodists & Roman Catholics	Clergy	2006 – 2011	Time for interaction & developing relationships	Doing things differently because of ecumenical links
1.12 the Cathedral supports & learns from the worldwide church	Mission giving is regularly reviewed	Congregational Committee	January each year	Time for meeting	Yearly plan for giving
	Mission links with Diocesan links & others are developed	Dean, Congregational Committee	Autumn 2006 onwards	Time, money for travel & hospitality, people to be involved	Measurable outcomes in Cathedral & linked dioceses & people
2 The Cathedral is engaged with the whole community:					
2.1 there are strong links with the public, private & voluntary sectors in the area served by the Cathedral, particularly the city of Bradford	Develop links with higher & further education institutions & schools	Education Officer	2006 – 2011	Time & links	Events & involvement grows
	Work with others to enhance awareness of existing work & develop Cathedral profile	Dean, Canon Ward, Chapter	2006 - 2008	Time for planning, money for publicity & networking	Positive input from external sectors into life of Cathedral, in money & in people's time
2.2 Christian presence & witness in a multi-cultural city is strong	Engage with civic events & structures	Dean, Canon Ward	2006 – 2011	Time	Positive feedback in city regarding Cathedral
	Support Christians in the workplace / city centre	Canon Ward	2006 – 2011	Time for audit & action	Increase in chaplaincy & Christian activity in city centre
	Work with Diocese etc to strengthen role of Church re different faith groups	Dean, Canon Ward	2007 - 11	Time, goodwill	Cathedral seen as honest broker and advocate for faith

GOAL/OUTCOME	ACTION	WHO LEADS	WHEN	RESOURCE NEEDED	MEASURE OF SUCCESS
2.3 the Cathedral is involved in the regeneration of the city centre	A major project to connect the Cathedral to the city on the south side, including production of Conservation Plan	Dean, Administrator	Summer 2006 – 2010	Major fundraising campaign	Remodelling of churchyard completed Greater public access
	Major project to redevelop Clergy House / Cathedral Halls for sustainable social purpose	Dean, Administrator	2008 – 2011	Major grant funding or development money	Project completed & successfully occupied
	Participation in local forum & engagement with Council, Bradford Centre Regeneration & other development agencies	Dean, Administrator	2006-2011	Time	Positive impact on development plans
	Engagement with the work of Churches Regional Commission	Canon Ward	2006 - 2011	Time	Realistic church links between Bradford & other cities in region
2.4 There is an active programme of arts & music at the Cathedral	Promote Cathedral as venue for arts & music events in partnership with local arts organisations	Administrator, Education Officer	2007 – 11	Time Money for publicity	Increase in use as arts venue
	Promote own small concerts at low risk	Organist	2009 – 11	Secure nearby car parking Administrative resources	Increased income for music from events
	Raise capital to buy concert standard grand piano to rent out	Organist, Administrator	2010	Time to fundraise	Concert grand attracting increased concerts
2.5 the Cathedral helps people & organisations to explore & develop their spiritual life & shared values, & put them at the heart of public life	Write brochures / publicity material on what Cathedral offers for distribution in & beyond parish	Dean	Autumn 2006	Money & time to produce high quality materials	People coming to/enquiring at Cathedral due to publicity
	Support mission-shaped initiatives in the city centre in partnership with Diocese	Canon Ward	2007 - 2011	Time, money & resources to support, co-operation of Chris Howson & Diocese	Several successful initiatives in city
2.6 the cathedral enables reconciliation & wholeness	Healing ministry is offered to people outside the cathedral	Healing Group	2007	Time, publicity	Number of people acknowledging assistance of Cathedral in lives & relationships
	Reconciliation services are promoted from the Cathedral	Canon Ward	2008	Time, training	

GOAL/OUTCOME	ACTION	WHO LEADS	WHEN	RESOURCE NEEDED	MEASURE OF SUCCESS
2.7 there is advocacy & action towards justice for oppressed people, locally & worldwide	Further reflection on issues facing asylum seekers, homeless people, sex-workers Identify a particular social issue for the cathedral to be involved with	Canon Ward Dean	2007 – 11 2007	Time Project management & fundraising	Demand for action from congregation Progress made locally relating to issue
2.8 theological reflection is enabled & encouraged	Enable groups outside church to reflect on theology	Canon Ward	2007 - 2011	Networking contacts Time Materials	Increased number of repeat bookings from groups
2.9 there is high quality religious education for people of all ages	Continue to develop educational work of Cathedral	Education Officer, Canon Ward	2006 - 2011	Administration, publicity & marketing resources, additional tutors & volunteers, sponsorship	Increasing number & diversity of groups coming to Cathedral
2.10 there is mutual understanding with people of different faiths & beliefs, & action together to respond to the needs of the city	Build networks with other religious & cultural groups, supporting the work of BCDD	Canon Ward, Dean,	2006 – 2011	Time, finance re BCDD	Close relationship between Cathedral & other faith communities
	Develop relationship between Cathedral congregation & other faith groups	Canon Ward, Congregational Committee	2007 – 2011	Time, hospitality	Increased sense of understanding between Cathedral & other groups
	Work together to identify common action for city issues	Canon Ward	2009 - 2011	Time, venues	Common action achieving results
3 The Cathedral is a hospitable community:					
3.1 people of all ages, beliefs & conditions, especially children & young people, are welcomed & feel safe	Review Vulnerable Adult & Child Protection policies	Canon Williams	Autumn 2006	Time	Report to Chapter
	Develop Welcomers' group & uprate their profile	Education Officer	2007	Time, publicity	Increased number and morale of Welcomers
	Increase effectiveness of welcome for people coming to worship	Canon Ward	2007	Time, training	Increased number of people contacted after worship
	Review of 2000 Disability Audit and DDA compliance/provision	Administrator	2007	Time, money to implement	Removal of problems for people with impairments
3.2 those who need a peaceful space find sanctuary	Refurbish Holy Spirit Chapel	Dean, Administrator	Winter 2006-7	Money for project	Project completed; chapel in greater use
3.3 no one is turned away empty-handed	Review & improve hospitality to visitors & callers	Administrator, Education Officer	2007	Time, money for facilities	More visitors

GOAL/OUTCOME	ACTION	WHO LEADS	WHEN	RESOURCE NEEDED	MEASURE OF SUCCESS
3.4 vulnerable people are offered practical help & sign-posting, in partnership with other organisations	Develop further partnerships with other city organisations	Dean, Canons	2007 – 8	Time	Partnership working & successful referrals
	Create file of information & training for Welcomers & staff	Administrator, Education Officer	2007	Administrative costs	Information is available & Welcomer morale is high
3.5 there is encounter & understanding between different people	Promote & support existing forums for inter-faith dialogue	Canon Ward	2007 – 11	Time, financial support	Successful forums
	Enable engagement between different groups inside & outside Church of England	Dean, Canons	2007 - 11	Time, hospitality	Number of meetings concerned with difference issues
	Audit breadth of activities & look for gaps & disadvantaged groups	Administrator	2008	Administrative time	Audit Report with recommendations
4 The Cathedral is a resourceful community:					
4.1 staff & Cathedral members are nurtured & enabled to give their best	Programme of staff appraisals with recommendations for training & support	Administrator	2006 – 2011	Training budget	Higher level of staff skills & morale
	Staff (paid & voluntary) Handbook produced	Administrator	2007	Time, publishing cost	Good understanding of roles, requirements & procedures
	Set up programme of regular social events	Congregational Committee	2007	Time, hospitality cost	Higher level of morale in congregation
	Ensure that spiritual direction & individual support is available for Cathedral members	Dean	2007	Time, ministers	Higher number take up individual support
4.2 the gifts of Cathedral members are fostered & used in mission & ministry	Set up groups to work at each area of vision development	Chapter	Autumn 2006	People willing to serve	Groups developing plans for every area of Cathedral life & taking initiatives in mission
4.3 there are clear & effective structures of governance	Assess structures & revise constitution	Dean	2006 - 2007	Time, administration	Coherent structures
4.4 management & administration is of high quality	Set up rolling review of strategic plan	Chapter	2006 – 2011	Staff time	Up to date strategic plan

GOAL/OUTCOME	ACTION	WHO LEADS	WHEN	RESOURCE NEEDED	MEASURE OF SUCCESS
4.5 there is financial stability	Find & appoint new Treasurer	Chapter	Autumn 2006		Appointment made
	Finalise past years' accounts & assess financial situation	Administrator	Autumn 2006	Money for auditors, staff time	Full set of accounts
	Stewardship/legacy campaign with congregation post-CVA	Dean	Autumn 2006 (depends on end of CVA)	Materials from Uell Kennedy, administration time	Campaign concludes with increased income & resources
4.6 resources, finance & numbers of people coming to the Cathedral are growing	Regular teaching on & review of giving	Dean	2007 – 2011	Time	Giving increases over inflation
	Proactive search for further resources	Administrator	2007 – 2011	Time, research skills	Further resources are secured
	Develop & implement evangelistic & growth strategy	Dean	2007 - 8	Support from missionary, time	Growing numbers on electoral roll
4.7 the physical resources of the Cathedral are used sustainably & to full effect	Write brochures / marketing material on what Cathedral offers for distribution in & beyond parish	Dean, Education Officer	Autumn 2006	Money & time to produce high quality materials	Cathedral use increased & income generated as result of marketing
	Undertake Quinquennial Inspection & produce programme for work	Architect	Autumn 2006	Regular budget for fabric maintenance	Rolling & funded programme for maintenance & work of architect & FAC
	Maximise the 'plant' of the cathedral for group work etc including tackling Chapter House	Administrator	2007 – 2009	Finance for fees, administrative time & costs, project costs	Re-ordering of cathedral interior & assets
	Refurbish the organ	Organist, Administrator	2009 – 10	Time, fees, fundraising costs	Project completed
	Become an eco-Cathedral	Dean	2007 - 2009	Investment in plant, time for development	A largely ecologically sustainable cathedral
4.8 there are effective partnerships with other bodies	Relaunch Cathedral as search for partnership	Dean	Autumn 2006 (depends on end of CVA)	Time, publicity & hospitality costs	Up to five partners that cathedral is working with on specific projects
	Audit partnerships & look for further possible partners	Administrator	2009	Administrative resources	Obtain further partners
4.9 there are theological resources for reflection, understanding & education	Assess the post of Canon Theologian & engage them in Cathedral work	Dean	2007	Time	Canon Theologian is implementing realistic job description

GOAL/OUTCOME	ACTION	WHO LEADS	WHEN	RESOURCE NEEDED	MEASURE OF SUCCESS
4.10 there is effective communication inside & outside the Cathedral	Set up communications audit [to include committee minutes, consultation policy, staff links with groups, drawing in outside expertise, developing broadcasting opportunities]	Chapter	Late 2006 – Spring 2007	Staff time & volunteer to lead	Communications Report with clear, realistic recommendations
	Prepare plan for signage & apply for planning permission	Administrator	Autumn 2006 – Spring 2007	Money for planning Volunteer or money for artwork & installation	Clear signage around cathedral related to local environment

Dean's Report for 2008: Presented to Council & AGM Spring 2009

The work of the Cathedral has continued to grow through 2008. There was a major boost for the Cathedral at the end of 2007 when we were discharged from our Company Voluntary Arrangement, and momentum continued through the year with a significant increase in giving by members of the congregation, as well as increased levels of activity across the board in the Cathedral. The major financial downturn of 2008 has not yet affected the Cathedral directly, although with low interest rates there is likely to be less grant money available in future years as a result, and so we will find it harder to fund-raise. Further, the stalling of the shopping centre development means that we need to re-evaluate our strategy, which has been based on the assumption that the centre would be built and opened by the end of 2010.

As with last year, the main headings of our Strategic Plan give the structure to this report.

The Cathedral owes an enormous debt of gratitude to all who have given themselves in time, talents and financial support: without you we simply would not work, and you have helped the Cathedral to be a living, growing and welcoming place for those who belong here.

1. The Cathedral should be a well-developed Christian community

The electoral roll increased slightly to 168. Average Sunday attendance figures across the year were 258 adults plus choristers; usual Sunday attendance on a 'normal' Sunday was about the same as last year (140), the difference indicating the increased numbers attending special services over the year.

The revised pattern of worship (a new 4pm Evensong, with a range of 6.30pm services) became reasonably established over the year. With the evening services, a monthly Taizé service has developed a small regular congregation, and has drawn in a few instrumentalists; there were three major Hope Bradford events which drew hundreds of people, which was a very encouraging ecumenical dimension in which the Cathedral has been involved. Compline and the quieter evening services had small numbers, but were important for those who attended, in particular the fifth Sunday service for healing prayer. Evensong has been growing a small but reasonably regular congregation.

The choir has continued to grow to some 40 trebles on the books plus 20 adults, with recruitment doing well among both boys and girls, though retention was more difficult owing to the parental commitment involved. The move by the Bradford Choristers into the Cathedral has been working well as the choirs have been growing into one, and we expect that the process of formalising a single re-branded Cathedral choir will be completed during 2009. Mrs Ann Foster has worked hard in administration; Richard Darke the Director of the Choristers, together with David Condry, worked alongside our own music staff as Associate Musicians. A Music Department structure was established with monthly meetings for planning and communication. The Sing-Up programme (see under the next heading) has enriched the life of the choir as well as reaching out into the community. Mrs Caroline Moore continued to oversee the choristers' spiritual development programme on Saturday mornings.

A particular highlight of the year for the choir was a week's tour to Germany in October half-term, when a party of over 50 went to Bavaria to sing. This was an important opportunity for the choir to work and grow together: the experience highlighted the commitment of the choir and choristers, as well as raising some issues around pastoral care and support for a number of choir members, which were worked on following the tour. The choir was well-received, and achieved a lot in their time away.

The regular round of morning and evening prayer continued, and the regular Wednesday early Lent Eucharist and breakfast, plus morning Communion & Coffee, were well attended. As far as spiritual development and nurture is concerned, there was a Lent course as usual; Canon Ward convened a number of reading groups over the year, and in the autumn there was an Inquirers' Course using the Diocesan framework, which attracted a varied group from different churches; we are grateful to Mike and Elaine de Villiers for leading this with grace and skill, and to all who provided food and other resources for the journey.

Pastoral care has been led by Canon Williams, and has drawn in a number of the congregation in caring for others more formally, as well as the informal caring that already takes place. In particular, Joan Barton, Hayden Cosgrove and Jane Tarver took communion out to some of our shut-in members. The Youth Group continued to meet on Monday evenings with a meal, with Canon Williams being assisted by Joshua Carr until he went to college in the autumn, and after that by Ruth Morris and Jonty Poward. The Boys' Brigade also continued to meet through the year thanks to the dedication and hard work of Ruth Carr, joined by Malcolm after a change of work pattern enabled him to return to active leadership on a regular basis. During 2008 there were four baptisms, two weddings and a service of Prayer and Dedication. There were also five funerals, including those of Maurice Simpson, one of our regular Sunday congregation, and Doris Webbe, member of the Cathedral for 90 years. At the main Sunday morning service a team of volunteers now staff the Crèche to support parents with infants.

Apart from the regular services and study groups – including a fortnightly study and fellowship group on Mondays – there were a variety of activities to draw people into the Cathedral community, including a BBQ and a Harvest Lunch in the Close houses. Over 60 members of the cathedral Community, including some members of the Boys' Brigade, enjoyed fellowship and nurture together at Wydale Hall in North Yorkshire in mid-September. Canon Williams worked with the Hope Bradford Steering Group, engaging the Cathedral in wider mission in the city. Social action regarding becoming an eco-Cathedral and in support of Fair Trade continued to develop, and giving to overseas mission continued at the rate of 10% of congregational giving.

Canon Ward continued to convene the Bradford Theological Network to encourage theological exploration and debate: this has largely engaged people from the diocese rather than the Cathedral, which has helped the Cathedral to be seen as a resource for the diocese, and did some further work with Connie Priestley on the contents of the Library. There were also a couple of occasions at which sermons were discussed after the Sunday morning service.

Overall the Cathedral had good contacts with the Diocese: the choir has been out at various engagements, and clergy and the Education Officer preached, led quiet days and other events, and provided some service cover as requested, although less was required this year as most vacancies in the Diocese were filled. A significant number of bellringers from the Diocese came to use the Tower, and Ron Crabtree ably co-ordinated ringing for various events during the year as well as regular service ringing. There was one visit from a parish, run in partnership with the Friends, and a number of parishes participated in the Flower Festival in July, which brought in nearly a thousand visitors including from the churches of the Diocese as well as beyond. One or more of the clergy attended deanery chapter meetings locally, and the Cathedral was seen to participate in deanery life. The clergy were also used to provide confidential support for some local clergy. Canon Ward joined the Bishop's Going for Growth Group; Canon Williams continued on the Diocesan Board of Education and joined the Child Protection and Vulnerable Adults Committee for the Diocese, and joined the support group for the Diocesan Child Protection Officer. In addition to the Dean's work as an ex officio member of several diocesan bodies, he was part of working groups on diocesan structures, the future of the diocese, and children and communion. The Diocese held two ordination services on one day at the Cathedral in June: staff, choir and congregation worked valiantly to enable this to happen, but it was decided that this could not be done again in future.

Ecumenical relationships stalled somewhat after the high point of installing five Ecumenical Canons in February, as consultations for a successor body to the Inner Ring Group produced no outcome. Conversations with local ecumenical leaders on ecumenical church strategy in Bradford resumed at the end of the year, in order to work towards a new ecumenical body for Christians in the city. The Cathedral was seen positively by ecumenical partners across the theological spectrum, and hosted a number of ecumenical events, reinforcing its role as a venue for all the mainstream churches in Bradford.

Worldwide church links continued during the year. The Dean continued to be involved in the link with Erfurt; and some people met the Northern Sudanese bishops when they visited the Diocese prior to the Lambeth Conference. Lewis Flatt and Thomas Beevers went with Fiona Beevers on the youth exchange to S.W. Virginia, and the parish priest of Roanake was in touch: but there are as yet no direct formal links between the Cathedral and churches overseas.

2. The Cathedral should be engaged with the whole community

The work of the Education Officer has continued to be one of the success stories of the Cathedral. There was an increased number of visits from local schools (2340 children, up from 1290 last year – although early indications are that the recession will reduce this in 2009), in addition to young adults from Bradford College and the Cathedral Centre. The Cathedral also hosted for the first time a service in June for 600 church primary school leavers, which was so successful that two services will be tried in 2009 on the same day. The regular group for carers has been highly significant in enabling them to develop self-esteem and outside support, and Sue McWhinney has given a lot of support with this. Canon Ward was a trustee of the Delius Project to renovate and revitalise the German Church as an Arts and faith centre.

A particular aspect of work this year was the Sing-Up Project. A Government grant of £35,000 enabled the Cathedral from September to send out musicians to work in schools to encourage singing, and bring children into the Cathedral to sing as part of national policy to foster the teaching of music. Five schools each term were engaged with, and the first concert at the end of 2008 was very successful. This work will continue through 2009 and beyond.

The choir is a particular focus of interaction between Cathedral and community: a highlight in 2008 was a very successful joint concert in November alongside the University Choir and the Bradford Festival Chorus, building links with other musical organisations. The Cathedral also hosted the Yorkshire Cathedrals Girls' Choirs' Festival in March, drawing in other choirs from the region, as well as singing at other venues in Yorkshire and beyond; and played a significant part in the Christmas in the City event on the Saturday before Christmas, relating to shoppers in town alongside other Christian groups in the city.

The overall profile of the Cathedral in the city was raised significantly through the year, notably through the work of the Publicity Officer. The Flower Festival was well attended by people from the city. Canon Ward continued to work with the Chair of the Bench to develop chaplaincy at the magistrates' courts as a trustee, and to continue to build relationships in Christian-Muslim women's work, including applying for a grant to develop this. She also joined Rotary and strengthened links with this organisation. Canon Ward and the Dean worked together with other inter-faith practitioners, and the Dean became a Director of the Bradford District Faiths Forum. The Cathedral was able to welcome members of other faiths in small numbers on education visits and to the annual Civic Service, but generally it is Cathedral staff who have been engaged in this rather than members of the congregation. Canon Ward was involved with teaching in theological colleges, and was a member of the Association of English Cathedrals Executive as well as engaged in Cathedrals as Partners in Adult Learning, all of which helped to raise our national profile. She also facilitated the work of the Artspace Group chaired by David Runton which encouraged concerts

and exhibitions during the year, including a notable exhibition of Polish cribs from Kirklees which built links with the Polish community.

Of particular significance was a 'Hope in the City' series of six lectures, which was organised by Canon Ward through an interfaith partnership group: launched by a lecture from the Bishop, the Chief Executive and a female representative of the Islamic Society of Britain, the series was broadcast by BCB Radio, and because of it we successfully obtained a grant from the Joseph Rowntree Foundation for a further series in 2009. The final lecture was attended by over 100 young people, listening to the best-selling author Richard McCann. In addition there have been further theological events at the Cathedral organised in collaboration with Philip Lewis and the University.

After an encouraging start to the regeneration work in Forster Square in January, work stopped in the second half of the year: the webcam John Howard installed on the tower had little to report. The Dean had a number of discussions with possible partners for development of Cathedral Hall and Clergy House, but no firm partnerships emerged from these, although work continued on proposals. New notice boards were installed, and towards the end of the year work began again on developing a signage project for the Cathedral and Close.

The Cathedral was continued to be used increasingly as a concert venue, which made a positive contribution to income generation, and the Chamber Concert series organised by the Council continued to be well attended. The programme of Wednesday lunchtime organ recitals organised by Andrew Teague continued to grow in popularity, with regular attendance nearing 60 each week by the end of the year; Audrey Sherwin retired at the end of the year from making lunches for these, and her work was much appreciated. The 'tradition' of Shakespeare in the summer continued with a local theatre group performing in the grounds.

Links between outside organisations and the Cathedral continued to develop further in 2008. The carol services for magistrates and for Rotary Club members both increased in number, as did the Legal Service at the end of January. 600 Scouts came back to the Cathedral for their St George's Day service, and booked again for 2009. St John's Ambulance also held their regional service here. The Football Club carol service did not take place owing to a mix-up with dates, but there was an extremely successful City Carol Service undertaken in partnership with the City Council, which included a celebrity choirboy as well as showcasing our own choir, and was attended by over 500 people. The Council also set up a projection of Christmas angels onto the Tower, which helped to draw attention to the Cathedral. The day after the City Carol Service there was a carol event with food for refugees in West Yorkshire, which attracted 200 people from around the region including church leaders. Both of these events look as though they will be repeated in 2009. Occasional offices (baptisms, weddings and funerals) remained at a fairly low level: there was a good service of baptism and confirmation with the Bishop at the Easter Vigil, which again included baptism by immersion. Ongoing support for Street Angels in Bradford continues. Jon Howard our Head Verger and Reader developed his ministry as Chaplain to the local Sea Cadets, and won a prize for his photography at one of their weekends away. The Healing Group has continued to offer prayer regularly, and this year had a Healing Day Conference at St Luke's-tide which drew in numbers of people from the Diocese, plus a service commemorating 60 years of the NHS on the Sunday morning which built some links with the local NHS Trusts. The Mothers' Union Provincial Service was hosted here in November, with MU members attending from all over the North of England. The Cathedral also re-engaged with the Destination Bradford Tourism Group, and the Cathedral Administrator was asked to join the District Council's City Centre Steering Group and the Churches' Regional Commission Cultural Task Group. Kala Sangam moved into St Peter's House in May, and the Cathedral began to work with them on joint events sharing the two buildings: notably the 25th anniversary service in July for the death in office of Geoffrey Paul attended by the Archbishop of Canterbury and Mrs Williams, and later that month the wedding and reception of the Dean's daughter.

Work on raising the profile of fair trade and ecological issues continued, with groups involved in education and action alongside the congregation. The regular Fairtrade stall did well and made a small profit, and work towards being an eco-cathedral raised awareness of ecology among congregational members; the Cathedral now holds a certificate for being a Fairtrade church. The Cathedral provided ongoing support during the year for the Abigail project working with asylum seekers locally, and many members of the congregation contributed towards the needs of this project.

3. The Cathedral should be a hospitable community

Numbers of people visiting the Cathedral on an occasional basis were over 4000; this is low by national standards, but encouraging for the Cathedral which still attracts visitors despite being cut off from the city. Encouragingly there were occasional larger visits and groups. The rate of retention of newcomers to services was still a concern, which we know we need to address. In order to be a safer place for visitors and congregation, child protection procedures and CRB checks were overhauled and updated. Chapter looked at a disability assessment and continued to work towards making the Cathedral and grounds easier to access: in particular, handrails in the grounds were installed. The Cathedral continued to be used for private prayer, and the refurbishment of the Holy Spirit Chapel in the summer, complete with its unique specially commissioned icon, provided a light and attractive space which was used regularly for private prayer, particularly on weekdays. Numerous casual callers were assisted with information or a light meal, and good information was obtained and made available to newcomers and staff. As noted above, staff were involved in interfaith work, but the Cathedral itself was not much used as a venue for this. The International Women's Day was hosted again in March, and was successful in bringing people in, while raising some concerns about how to safeguard the spiritual aspects of the building. The Friends continued to support our work, ably led by their Chairman Thelma de Leeuw, and ran a successful café during the Flower Festival. The catering team did a sterling job in providing hospitality, and Hilary Greaves in particular is due considerable thanks for this, along with Chris and Penny Coupland who led hospitality at concerts: the level of catering threatened at times to overwhelm resources, and the Chapter will be looking at ways to manage this.

4. The Cathedral should be a resourceful community

The staff team remained stable and continued to function well during the year, with staff willing to work as required across a wide range of disciplines, and give time over and above contractual obligations: the Cathedral is very fortunate to have such a committed and able group of staff, as well as the volunteers who work alongside them. There was a staff workday and awayday in order to build the sense of being a team. As with volunteers, the capacity of the staff to cope with the increased level of activity in the Cathedral is limited, and working on this will be a feature of 2009.

Chris Wontner-Smith the Treasurer continued to work hard to ensure that the financial systems and reporting were on a new footing in 2008, and was able to produce accurate management accounts for Chapter which will provide the basis for the full accounts. Because of this work the timetable for producing audited accounts slipped by six months, and the Cathedral was still without an audited balance sheet at the end of 2008: but the Auditor was booked to audit all the accounts from 2003 onwards in June 2009. Finances continues to be tight but on the right side of the line, with a respectable surplus of income over expenditure over the year: the Chapter is controlling expenditure tightly however while the overall financial position of the Cathedral is still not formally established. The Cathedral is extremely grateful to its regular givers who have increased their contribution as promised in the November 2007 stewardship assessment.

With regard to the detailed situation concerning the fabric of the Cathedral and its Precinct, the Architect's report is attached. The main point to note is that the Cathedral was successful in

obtaining an English Heritage grant for work to be done repairing the lead on the roof, in particular over the organ loft, and for producing a Conservation Management Plan, which is an essential planning document to enable the Cathedral to go ahead and develop its resources appropriately. The Conservation Plan preparation drew in a number of stakeholders which will be beneficial to the Cathedral in its future work. Both these pieces of work were concluded successfully in 2008, and further English Heritage grants were applied for.

During August a Cathedral Camp was held, bringing a dozen young people from this country and abroad to work at the Cathedral for a week. It was a happy occasion with social events as well as work, and work was done in the grounds and around the Cathedral as well as painting in the toilet block of the Parish Room.

The Chapter worked hard during the year, including having another away day. Following the work done in 2007 on the strategy of the Cathedral Chapter set up a single strategy group to concentrate on the Cathedral's relationship with the city, entitled the 'Bradford – a Cathedral City' group. During the year this group worked on aspects of the Strategic Plan and began a programme of meetings with significant figures in the city in order to find ways ahead for the Cathedral's work, as well as beginning planning for a mission by students from Westcott in June 2009. The work of this group will continue as we re-evaluate our strategy in the light of problems with regeneration in the city. Council met twice and the College of Canons three times, as well as a joint meeting with Chapter, to discuss cathedral strategy and contribute to it, as well as debating the Credit Crunch and its effects on the future of the city.

Summary of progress in 2008

At the end of the 2007 Report, the following 16 areas were identified as ones to work on in 2008: *progress is noted in each.*

- Bradford Choristers and the future of the Cathedral choir: *there has been good progress during 2008, with additional grant funding for music applied for from September 2009.*
- More systematic provision of structured opportunities for personal spiritual growth, pastoral support and the nurture of faith: *there was a nurture course this year.*
- A mission and evangelism emphasis in partnership with Hope Bradford: *this happened to some extent, but more remains to be done, especially as Hope Bradford ceased to operate at the end of 2008.*
- The renewal of books in the Library: *this is planned to be done in 2009.*
- Making theological reflection a regular part of Cathedral life: *the Reading Group has helped with this, and further development is planned in 2009.*
- Encouraging visits from parishes and deaneries: *not much success with this, but work will be done in 2009 to encourage it, in partnership with the Friends.*
- Establishing better links with diocesan link partners: *personal links were improved.*
- Having more formal links with the University: *links around lectures and personal links with the Dean and Canon Ward have grown during the year.*
- Further development of interfaith work and connections between the congregation and other faith groups: *interfaith work has developed, and news of a grant application to enable this in 2009 is awaited.*
- Work on property, regeneration and signage: *ongoing efforts to enable this continue, in a difficult economic climate.*
- A more assertive marketing strategy: *this has been partly successful, and we know that there is scope for development in 2009.*
- Local involvement in justice issues – with asylum seekers? *The Abigail Project has provided a focus for this.*

- Improved retention of newcomers at services: *the numbers involved are small, but we need to work further on this.*
- The installation of handrails and refurbishment of the Holy Spirit Chapel: *achieved during the year.*
- The production of audited accounts from 2003: *the timetable is six months behind schedule.*
- Setting priorities for development, and then using resources to identify and apply for further grant funding: *some grant applications have been made, but are hampered by the lack of funds to do the surveys required to then make informed grant applications.*

The Very Revd David Ison
25th March 2009