

Gloucester Cathedral

Business Plan 2020-2024

'In tune with heaven and in touch with daily life'



Foreword Dean Stephen

'It is our business!'

When I first arrived in Gloucester nine years ago, I was told quite firmly that "We don't use the 'b' word here - business". The comment was well meant, seeking to maintain the primacy of the role of a cathedral as just that, a cathedral, and not as a 'business' in the



narrower, economic sense. A cathedral is indeed first and last a place of daily worship and witness. And yet every cathedral must also be a going concern, be self-sufficient, and have a plan for its activity and common life. People rely on us to be open and available every day, to be a focus for hospitality and learning. People also rely on us for their work, their volunteering and to be dealt with professionally. To this extent we need a business plan to understand the work required to achieve our shared goals, and so that we can make the right choices. I am pleased to be able to present this Business Plan to you.

We have worked together to define what Team Gloucester will be striving to do over the next five years. Time will tell if we are successful but recent years of hard work and development give us confidence. Our lasting vision is 'To be in tune with heaven and in touch with daily life'. This Business Plan describes how we will live this out.

But there is still more. The reason we share this Vision and seek to order our worshipping and working lives around it is because of Jesus Christ. The Cathedral is a response to him and the good news of the Gospel. God in Christ has made us 'his business' and his love for all is reflected, we hope, in this Cathedral.

Gloucester Cathedral is both a place and an organisation. When both place and organisation are in tune and in touch with each other, and those around, then there is an opportunity for God's love to be shared. Everything we do is motivated by this desire to share the hope of the Gospel. So, if it's God's business, it's our business, and we hope you will want to make it your business too.

Foreword Bishop Rachel

Gloucester Cathedral is a place where people and story matters. This business plan shapes a story for the future as it tells the story of the past, standing in the present, in which the stories of people's lives are held in places of



both celebration and pain. All of it is rooted in God's story of love and hope, revealed in Jesus Christ, past, present and future. In worship, events and community engagement, people are welcomed into this story which is at the heart of the Cathedral's business to be a place of good news which enables new stories to be written in the lives of individuals, groups and communities.

Introduction

Gloucester Cathedral has stood as a symbol of faith and hope since 1089. Just as the buildings you see today have evolved since Norman times, so the mission and work of the cathedral has changed over centuries to reflect the needs of society.

Our modern day history is no different and during the strategic period 2014-2018 Gloucester Cathedral underwent further positive transformation to the buildings and grounds, alongside a new focus on visitors and a desire to lead the regeneration of this great, historic city.

In 2018 and 2019, along with key stakeholders, we reviewed our direction of travel, refreshed our vision and strategic priorities and spent time consolidating the lessons gained. We enter 2020 with a clear view of what needs to be achieved over the next five year strategic period so that Gloucester Cathedral can continue to inspire all who come to it, through living faith, history and tradition.

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Aims of the Business Plan

The aim of this business plan is to bring together in one place, the vision, strategic priorities, goals, financial overview and action plans for Gloucester Cathedral, set within a wider context.

The Business Plan is a reference document for those involved in overseeing and running the Cathedral as well as being available for any interested stakeholders, including volunteers, partners and funders.

The objectives of the Business Plan are to:



Set out the direction of travel for the organisation over the next five years



Set out how the Cathedral will meet its priorities and goals



Provide a financial overview and parameters for financial planning



Describe the wider context, including progress made against the previous strategic period and the wider background



Enable operational and tactical decisions to be made within the parameters of the vision and strategy



Enable the Cathedral to adopt a 'triple bottom line' across budgets and planning (people, planet, prosperity)



Provide a framework for review and appraisal at the end of the period

Previous strategic period 2014-2018

The last five year period, under the vision 'In tune with Heaven, in touch with daily life' was organised around four strategic priorities:

- ⁺ Grow the community in number and deepen it in Christian discipleship
- ⁺ Strengthen our role in the life of this city, county and Diocese, by widening reach and impact
- Develop our operational and physical infrastructure to help shape visitors into pilgrims
- + Broaden and extend our spiritual, human and financial resources through effective programmes of sustainability, safeguarding and stewardship

Here are some of the achievements made by Gloucester Cathedral over this period:



Successfully delivered Project Pilgrim Phase One, a £6m project including: landscaping of Upper College Green for public use; improved welcome and entrance at the Cathedral; solar panels on the Nave roof; level access across the ground floor of the Cathedral and conservation of the Lady Chapel inside and out, plus a programme of activities to engage local audiences



Met all the urgent needs identified in the 2014 Quinquennial Inspection (QI), including the Nave Roof and Abbot's Chapel Roof



Introduced a Benedictine Rule of Life to the Cathedral Community; welcomed more people than ever to services at Christmas and Easter

Increased our Breakfast Club to two mornings a week; ran exhibitions and fundraising events relating to homelessness



Grew our visitor numbers to over 400,000 and increased our Trip Advisor score to 4.5/5



Increased our volunteer force to 450, with over 25,000 volunteer hours given each year



Welcomed Girl Choristers for the first time in our history; 1,878 children participated Junior Voices Project; successfully hosted 2016 Three Choirs Festival



Improved the standard of many of the Cathedral's properties so they are in better repair and achieve greater rents; started a student HMO (a business model that is replicable)



Improved the hospitality offering through the Monk's Kitchen and opened the Gift Shop in a new location within the Nave



Celebrated the inauguration service of Bishop Rachel, ran annual diocesanservices, and actively engaged with the diocesan LIFE vision



Explored our Benedictine origins to establish a culture of welcome, driven by the creation of a set of Welcome Standards and accompanying training for all staff and volunteers



Raised over £8million for projects, including fabric and music



Became a location for high profile films and dramas including *Mary Queen of Scots* and *Sherlock*



Worked with the City and County on a programme of events to mark the centenary of WWI; supported the delivery of 'Great Places'; hosted Crucible II; became the 'anchor tenant' in the City and a lead partner in regeneration

2014-2018 Lessons Gained

During the four year period, the Cathedral grew and changed. Delivering a £6m capital and activity project challenged us in unexpected ways leading us to adopt improved systems, structures and processes. An example is the introduction of a team to focus on the needs of visitors, a hugely important area for us, but one not previously reflected in our governance and management structures. Delivering a project that had such far reaching effects meant we had to improve our communications with stakeholders and our relationships with partners, to help them share our vision.

The success of Project Pilgrim meant some areas of our work did not receive the focus they required - for example there is more we could do with outreach to young people. Another of our aims, to 'help shape visitors' into pilgrims', was partially achieved by new interpretation and welcome, but remains an area with unfulfilled potential.

Financial Journey 2014-2019

One area that we were not able to sufficiently deliver by 2018 was financial sustainability. Over many years the Cathedral has consistently spent more than the income generated. This led to an accumulated deficit of £403,000 at the end of 2018.

Over the last five years, recognising the great gifts and resources God has provided, we have worked hard to find ways of maximising our assets. Project Pilgrim Phase One, was the first step in this journey. It was clear by early 2018, however, that greater visitor numbers and a better visitor experience did not lead directly to increased visitor income, a key ambition for us.

Following research and testing in 2018 and with the benefit of a grant from the Cathedrals Sustainability Fund, we launched 'entry by donation' in 2019, a staffed arrangement for welcoming visitors to the Cathedral. As a result visitor donations have tripled; alongside other cost savings and income generating measures, for the first time in several years the Cathedral's costs in 2019 were less than the income achieved. This means we can move into the new strategic period confident we are becoming more financially sustainable.

Working Toward the New Strategic Plan in 2019

During the winter of 2018 and early 2019, we consulted widely with stakeholders on our vision and strategy. Under the headline vision 'In tune with Heaven, in touch with daily life', the consultation helped us to redefine our purpose along with three new and focussed strategic priorities, which we published in 2019.

We also used 2019 as a year to evaluate, plan five year activities and set 12 key goals which we hope to realise by the end of 2024.

Other achievements in 2019 include:



Successfully launched 'entry by donation' - a new approach to greeting visitors, improving visitor experience and encouraging visitor donations





Carried out a full QI which highlights fabric needs for the next five years which helped inform our ten year Development Plan



Launched a Social Responsibility Group and scoped key strands for the next four years; initiated Breakfast Club Plus and Walking Rugby to support the homeless and vulnerable





Successfully trialled our first large exhibition and associated activity programme (*Museum of the Moon*), delivered with partner Strike A Light and Gloucester Culture Trust where we welcomed over 70,000 visitors during a three week period

Completed and evaluated Pilgrim Phase One



Stabilised our financial position through increased general income via entry by donation, and finding a more sustainable way forward for funding choristers and music



Re-shaped the music department to ensure access for singing in the choirs is as wide as possible with the introduction of the Middle Choir and plans for girl and boy choristers to have parity by 2021; hosted a successful Three Choirs Festival in the summer





Installed the first gargoyles of a new set on the North Ambulatory with funds raised £530,000 through the successful Living Stones campaign



Carried out early scoping for Pilgrim Phase Two to support a full application in 2020

Increased our Visit England VAQAS score from 79% to 82%; enjoyed a year of record takings by the Monk's Kitchen and visitor donations



Received Green Tourism, Eco Church and Association of Heritage Interpretation awards





Successfully embedded safeguarding protocols, training and record keeping and were recognised by SCIE for maintaining a strong culture of safeguarding



Started to implement the recommendations for governance and management from the Cathedrals' Working Group



Undertook a successful re-visioning process with the Friends of Gloucester Cathedral with a roadmap for closer collaboration



The Financial Result for 2019

After several years of expenditure outstripping our income, we finished 2019 having made a surplus.

This pleasing result has been achieved in several ways:

- † Entry by donation has been implemented and is showing that significant additional income can be generated from our many visitors
- + Special events brought visitors to the Cathedral and boosted income, particularly the *Museum of the Moon* exhibition
- ⁺ We were fortunate to host several commercial filming shoots, including *The Spanish Princess*
- ⁺ The Monk's Kitchen had a very satisfactory year, continually surpassing its targets and the results of previous years
- + As well as developing new strands of income, the Cathedral also worked hard to contain costs, seeking new ideas for handling its operations

Financial Plan and Parameters 2020-2024

For the first time in several years, the Cathedral has set a balanced budget for 2020. We have done this by building on the 2019 result, including limiting expenditure and maximising income opportunities. This means we enter 2020 with healthier finances and a more sustainable model of financing in place.

Notwithstanding recent successful developments, it costs around £3m a year to run the Cathedral and we continue to face financial pressures. The estate in and around the Cathedral requires constant maintenance, some of it for major projects and the continued upward pressure on costs from inflation, although low by historical standards, eats into financial resources.

Our vision, priorities and goals for the next five years are ambitious and yet we also want to deliver all of this alongside an improving financial picture. Our aim is to set yearly budgets that balance. We also have a stretch target to return a surplus each year with the ambition of building up our general reserves to £800K by the end of 2024, a sum which we believe will provide financial security should we face any unexpected costs in the future.

Vision and Strategic Priorities 2020 - 2024

Vision

Inspired by the Gospel of Jesus Christ, we seek to be in tune with Heaven and in touch with daily life.

Purpose

Reveal and sustain Gloucester Cathedral to inspire all who come, through living faith, history and tradition.



Making it easier for people to access the Cathedral physically, Access spiritually and intellectually Providing every visitor with Experience a meaningful experience Priority 1: Welcome ALL visitors joyfully, ensuring every visit has meaning Helping people to Understanding understand our Christian faith, history and traditions Providing opportunities Belonging for people to support the Cathedral and its mission



Balancing the books and growing our income

Priority 2: Ensure the Cathedral remains open and relevant for generations to come Caring for our buildings Ensuring the Cathedral (including its grounds and buildings) is fit-for-purpose in the long-term

• Developing our people

Ensuring a safe and nurturing environment for our staff, volunteers and congregations to flourish

Programming outstanding activities for our audiences Co-ordinating a varied, high-quality events programme to meet the needs of our existing visitors and appeal to new ones Vision and Strategic Priorities 2020 - 2024

Homelessness

Caring for those experiencing homelessness and helping them develop as individuals

Priority 3: Use our assets and partnerships to make a positive contribution to our local community Mental health and well-being Working with individuals and groups to support mental health and wholeness

Young People

Working with young people to help them identify and achieve their potential

Environmental Sustainability Reducing our carbon footprint and supporting other initiatives to help care for God's creation

Our Five Year Goals



Priority *†* Increase our active engagement with children and young people by 25%

- ⁺ Reduce our carbon footprint and achieve Eco Church Gold Award status
- ⁺ Actively support at least 40 people experiencing homelessness to access new opportunities for personal development and well-being
- Create a well-being garden with associated activity and outreach programme



Key Activities Over Five Years





Congregational Development, & Worship

Core work

- + Within the Anglican Choral tradition, provide high quality, accessible worship, four times a day, 365 days of the year, using our four choirs and visiting choirs; host baptisms, confirmations, marriages and funerals
- * As the seat of the Bishop, ensure the Cathedral operates as the mother church to the Diocese, with key diocesan services occurring annually (ordinations, Chrism Eucharist etc) and hosting services that support the mission of the Diocese
- Promote a variety of worship opportunities with services adapted or run for local partners, groups, charities and causes
- + Ensure Christmas and Easter are opportunities for as many people as possible to participate in Cathedral worship
- ⁺ Support worshippers' spiritual development through the Rule of Life and through teaching and engagement
- + Run further 'A Place for Me' enquirers' courses
- [†] Run 'Brunch and Bounce' monthly and 'Children's Church' weekly
- * Ensure every visit can have spiritual meaning, through prayers, candle stands, human interaction and interpretation

Strategic Plans in Place

- † Liturgical Plan
- + Community Development Group Strategy
- Planned Giving Plan

New Work

- + Ministry to choir members and their families
- **†** Roll out new worship and fellowship opportunities
- Review link with City Parish
- Explore and develop a plan to engage all visitors spiritually, including a strategy for spirituality
- + Devise and deliver a wellbeing programme
- + Participate in the 'Everyday Faith' and 'Growing Faith' initiatives

- + Attendees at services
- ⁺ Regular giving by the congregation
- ⁺ Christmas and Easter attendance figures
- [†] Number of candles lit by visitors
- ⁺ Number of prayers written by visitors



Visitor Experience and Volunteering

Core work

- + Further development of Entry by Donation
- + Strengthen volunteering through recruitment drives, surveys, induction and training
- * Ensure mechanisms are in place for capturing, evaluating and acting on visitor feedback
- ⁺ Development of group visits business
- ⁺ Development of public tours/core tourist offer and programming
- + Development of other visitor income streams
- + Maintain and improve interpretation

Strategic Plans in Place

- Volunteering Strategy
- † Visitor Income Generation Plan
- Group Visits Marketing strategy

New Work

- Create a Visitor Experience Strategy with audience segmentation strategy development will form part of PP2 (year one) and deliver against this (years 2-4)
- Rework front of house to provide best possible experience for visitors and event facilitators
- Environmental sustainability develop and deliver plans for peregrine falcons and bees
- ⁺ Develop online booking facilities for tours and events
- + Develop a framework for measuring a new KPI for visitor enjoyment (year one) and enhance this to include meaningfulness of visit (years two-four)
- ⁺ Carry out an access audit and adopt a best practice approach for Equal Access

- * VAQAS scores
- ⁺ Trip Advisor scores and comments
- † Visitor surveys
- + Industry awards and accreditations (eg. volunteering award)
- + Income generated from visitors
- + Number of visitors



Music

Core work

- Play a central role in the liturgy of the Cathedral through sung Evensong and Eucharist
- ⁺ To maintain excellent standards of choral music with the main Cathedral Choir (Lay Clerks, Boy Choristers and Girl Choristers), Junior Choir, Middle Choir and Youth Choir
- Provide musical education and opportunities to as many children and young people as possible through our choirs and also through outreach projects, including the Junior Voices Project (JVP), Teen Voices Project (TVP) and through our link with Kingsholm Church of England Primary School
- To host the Three Choirs Festival every three years in Gloucester

Strategic Plans in Place

- + Music Plan 2019
- + Organ Statement of Need and Statement of Significance
- † Liturgical Plan

New Work

- From 2021 embed new ways of working with Girl and Boy Choristers who will be on an equal footing for the first time in history
- + Introduce a Sub-organist role, a two year intensive Organ apprenticeship
- + Further develop the new Middle Choir and Teen Voices' Project
- + Work with Three Choirs to deliver the festival in 2022 which will continue to engage with new audiences
- ⁺ Deliver a programme of organ restoration which will take place between 2022-2024

- **†** Numbers singing in the choirs
- ⁺ Numbers partaking in JVP and TVP
- * Successful completion of two year organ apprenticeship with higher music qualification achieved



Development, Communications and Events

Core work

- + Fundraise to support the Development Plan successfully
- + Grow fundraising income for music and social responsibility priorities
- + Deliver a Marketing and Communications Plan which grows engagement and support
- Deliver an impactful and smarter Events Strategy which delivers against our priorities

Strategic Plans in Place

- + Development Plan
- + Pilgrim Phase Two Expression of Interest (EOI) and Vision
- Fundraising Strategy
- + Events and Exhibitions (through review in 2020)

New Work

- + Co-ordinate Round One bid for Pilgrim Phase Two
- + Establish a Development Board (year one) to support Development Plan delivery
- Create a Marketing and Communications Plan (year one) and deliver against it (years two - four); this will include a new website and presence across digital platforms
- Finalise an Events and Exhibition strategy to deliver a programme against our Cathedral Priorities, including improving venue hire and booking processes
- + Work with the Friends of Gloucester Cathedral to grow membership and engagement
- + Introduce an Integrated Giving Journey to increase donations from individuals

- + Funds raised
- + Progress against Development Plan
- + Friends of Gloucester Cathedral membership numbers
- + Rating from venue hirers
- Tourist and event visitor numbers
- + Digital engagement (social media and web)



Education

Core work

- + Welcome school groups from all key stages to the Cathedral for educational tours (including Christianity and spirituality, Anglo Saxon and other history tours and also joint visits to the Cathedral and local mosque and synagogue
- ⁺ Continue to adapt tours and introduce new tours that meet the changing needs of the National Curriculum
- + Nurture relationships with existing local schools and draw in schools we are yet to engage with
- + Devise self-guided school holiday trails for families
- Continue to train and deploy volunteers to support the work of the Education Team
- * Maintain close links with The King's School, with daily worship at the Cathedral, four Chapter members as Governors and partnership work on chorister development

Strategic Plans in Place

+ Education Action Plan

New Work

- + Develop mindfulness and wellbeing experiences for KS2-3
- + Increase partnership working to achieve wider impact
- Through Pilgrim Phase Two, look to develop an education offer that is outside mainstream education
- ⁺ Promote Explore Creation education resource for primary school children

- * Number of children participating
- † Number of schools engaged
- † Teacher feedback
- ⁺ Number of holiday trails completed



Social Responsibility

Core work

- ⁺ Develop social responsibility aspects of worship, prayer, discipleship and interpretation
- + Run Breakfast Club on Thursdays and Sundays
- + Run weekly Walking Rugby sessions
- Continue working with Bridge Training students to bring a youth voice and resources to social justice issues
- + Raise awareness of homelessness with World Homeless Awareness Day, Homelessness Sunday and Cloister Challenge
- + Maximise student placement and volunteering opportunities
- + Build on partnership with Adult Education Gloucestershire on creative courses, including the Art for Wellbeing exhibition
- + Work with the University of Gloucestershire on the Live Smart project

Strategic plans already in place

- ⁺ Social Responsibility Strategic Plan 2019 2021
- + Pilgrim Phase One Evaluation
- **†** Pilgrim Phase Two EOI and Vision



New Work

- ⁺ Support the Cathedral's pilgrimage development to enable holistic well-being
- ⁺ Social Responsibility Strategic Plan to be extended to cover the five year period and to play a key role in the Pilgrim Phase Two Activity Plan
- * Work with temporary accommodation providers and hostels to pilot drop-in arts activities, including arts and crafts sessions for homeless at different city centre venues
- + Pilot mindful photography for staff and visitors
- ⁺ Develop further partnerships with youth organisations
- ⁺ Work with the Music Department to maximise engagement with children and young people through music
- + Work with the Diocese to assist community development in parishes, developing toolkits for activities around the environment
- + Pilot a 'Gardens for Wellbeing' programme with Adult Education and the Diocese
- + Partner with others to support social prescribing
- + Develop Breakfast Club Plus activities
- + Host climate change event to showcase county's response to this issue

- [†] Number of participants and participant feedback
- ⁺ Number of people experiencing homelessness accessing new opportunities
- ⁺ Number of partners engaged with
- * Number of young people visiting / engaging with the guide
- Carbon footprint
- † Digital interactions with the environmental toolkit



Archives and Library

Core work

- ⁺ Continue to catalogue archives
- + Widen researcher access, responding to enquiries as required
- † Run tours in the library to engage the public with Cathedral history
- + Participate with the History Festival, including talks, blogs and other educational material
- ⁺ Continue to train and deploy volunteers to support the work of the Library and Archives
- **†** Grow the Living Archive

Strategic Plans

† Library and Archives Business Plan

New Work

- + Support the Gloucester Candlestick Project, including interpretation
- + Develop contemporary Library events
- + Develop tour offer so more people can engage with the history of the Cathedral

- ⁺ Number of catalogue entries
- ⁺ Number of Researcher enquiries met
- † Library Tour visitors



Fabric and Stonemasons

Core work

- * Ensure the fabric of the Cathedral and associated buildings are in good condition, safe, fit for use and uphold the spiritual, visual and historic integrity of the site
- + Ensure all conservation and repair work is carried out in line with the Cathedrals' Measure, working with our Cathedral Architect, Cathedral Archaeologist and Fabric Advisory Committee
- + Complete the North Ambulatory Conservation Project (2020)
- + Train a new generation of stone masons

Strategic Plans in Place

- Project Pipeline Priorities
- + North Ambulatory Plan
- ⁺ Architect's Quinquennial Inspection
- ⁺ Conservation Management Plan
- Development Plan

New Work

- + Design and install a new Font (2020 2022)
- The fabric priorities in Pilgrim Phase Two to include conservation of the Parliament Rooms; Church House; and the Cloisters
- Preplicate the Gloucester Candlestick and the Carne Cross, with interpretation that engages visitors
- ⁺ Deliver the reordering of liturgical furniture in the Lady Chapel, including a new statue of Our Lady
- ⁺ Work up a scheme and deliver a new light and sound and heating system in the Cathedral

- + Percentage of completed Quinquennial projects rated urgent
- Projects costs against budget
- ⁺ Number of trainee apprentices completing the CWF Foundation Degree



Maintenance

Core work

- * Maintain our property portfolio (comprising c 50 listed properties) and Cathedral grounds so that they are safe, fit for use and uphold the visual and historic integrity of the Close
- + Ensure our lettable properties create the highest return possible
- ⁺ Maintain the Cathedral and grounds to enhance the visitor experience

Strategic Plans in Place

- + Quinquennial inspection by Surveyor
- Property Action Plan

New Work

- ⁺ Convert 7 Miller's Green into a House of Multiple Occupation (2020) and develop new commercial opportunities linked to Project Pilgrim Phase Two (2022 onwards)
- + Renovation of Number 3 Miller's Green, including conservation of listed ceiling
- + Redevelop 15a St John's Lane to create a three bed property providing income
- + Create a Planned Preventative Maintenance Strategy
- ⁺ Train a new generation of craftspeople

- **†** Reduce void times
- + Rate of return/income from properties
- + Annual statutory checks completed



Retail and Hospitality

Core work

- + Continue to deliver the best possible welcome to all visitors
- To provide a food and retail offering that meets the needs of visitors, booked tour participants and event users
- * Maximise profits to directly support the work of the Cathedral, whilst maintaining Cathedral values and a culture of Welcome
- + Monk's Kitchen hosting Breakfast Club twice a week

Strategic Plans in Place

- ⁺ Visitor Income Generation Plan
- Group Visits Marketing strategy
- + Retail and Hospitality Consultants' reports from 2014
- + Project Pilgrim Phase Two EOI and Vision

New Work

- ⁺ Both hospitality and retail offer to be expanded and improved as part of Pilgrim Phase Two with Managers playing key role in its development
- + Maximise opportunities linked to Cathedral events and exhibition programme including the Three Choirs Festival
- + Develop a plan to become a destination for local people not necessarily visiting the Cathedral and building a loyal repeat customer base
- + Further develop the Booked Group offering
- + Seek news ways to reduce environmental footprint

- † Profit
- * Number of transactions
- + Average transaction spend
- Conversion rates
- Trip Advisor reviews and VAQAS scores



Projects

Core work

- * Build on the Project Inception Form and current financial processes to develop and implement an effective Cathedral Project Management System
- * Manage approved projects to deliver Cathedral priorities:
 - North Ambulatory conservation
 - Gloucester Candlestick
 - Apprentice Stonemason
- ⁺ Maximise value of the Cathedral Quarter High Street Action Zone to both Cathedral and city
- + Co-ordinate delivery of the 2022 Three Choirs Festival and other major events while developing partnership priorities

Strategic plans already in place

- ⁺ Pilgrim Phase Two Vision, EOI and NLHF processes
- + Conservation Management Plan
- + Social Responsibility Strategic Plan 2019-2021
- Project Inception Forms (North Ambulatory / Gloucester Candlestick / Apprentice Stonemason)
- + Eco Church Bronze Report
- + Cathedral Quarter High Streets Heritage Action Zone (external)



New Work

+ Develop and manage Pilgrim Phase Two including:

- Development Plan
- NLHF Round One and Round Two applications
- Consultant Briefs and Appointments
- Partner Agreements
- Staff Team appointment
- Fabric Permissions
- Contract Appointments and Managements
- Social Responsibility contribution (working with CESR Mgr and SRG including leading on environmental elements)
- ⁺ Achieve Eco Church Silver and Gold Status
- + Build on FOGC Memorandum of Understanding to formalise existing and develop new strategic partnerships
- ⁺ Manage newly approved projects to deliver Cathedral Development Plan:
 - Experience and Inspire: The Nave Project
 - Restore and Reflect: The Cloister Project

- ⁺ Successful NLHF Development & Delivery applications
- Phase Two fabric permissions secured (FAC / CFCE / LPA / Historic England)
- + All projects delivered to time and budget
- Funds raised
- Eco Church Gold status
- Partners Engaged



Resources

Core work

- + Ensure staff and volunteers feel safe, well supported, and are able to be productive
- **†** Follow safer recruiting best practice
- + Ensure staff receive statutory training with additional development opportunities for all
- + Follow all safeguarding regulations and best practice
- * Maintain fit-for-purpose financial systems, delivering meaningful and timely reports and ensuring compliance with appropriate standards
- ⁺ Reception and administration to facilitate all Cathedral priorities
- * Maintain fit-for-purpose IT which assists Cathedral work
- + Ensure compliance with Health and Safety, GDPR and other legal frameworks

Strategic plans already in place

- Safeguarding Handbook
- † Employment Handbook
- ⁺ Service Level Agreements for Safeguarding and HR with the Diocese
- * Safeguarding Strategy and Post-SCIE Audit Action Plan
- **†** IT Action Plan

New Work

- ⁺ Develop and implement new book keeping models with improved reporting
- + Develop systems for project budgeting and accounting
- + Create a new system for staff survey, appraisal and review
- ⁺ Update the Emergency Incident and Emergency Reception Plans with programme of staff training (2020)

- Timely financial reporting
- Debtors
- + Health and Safety incidents
- Staff satisfaction
- † Staff training undertaken
- Cash flow



Governance and Management

Core work

- + Ensure our vision and priorities are met through strong reporting, management and governance
- + Ensure Chapter Members are adequately trained, informed, supported and appraised, so that they may carry out their governance roles effectively
- * Manage risk effectively

Strategic plans already in place

- + Vision and Strategy
- † Risk Register (updated quarterly)
- + Cathedrals Working Group
- **†** Recommendations
- + Phase Two Vision
- Skills Audit

New Work

- + Ensure Pilgrim Phase Two successfully delivers against vision and strategic priorities
- + Undertake a Peer-Review in 2021
- In line with Cathedrals' Working Group Recommendations, become a registered charity by 2023
- Create a succession plan

- + Balanced budgets (balanced by triple bottom line, people, planet and profit)
- + Cash flow sufficient for our operations
- + Level of general fund reserve

Values

Everything we work towards will be done in a way that meets our Values, the deeply held beliefs and behaviours we espouse in how we treat each other.

Based on the Benedictine Rule of Life - staff and volunteers at Gloucester Cathedral seek to 'welcome' all who work, volunteer, worship, visit, and contribute to Gloucester Cathedral by offering:

Welcome

- We offer a warm welcome to everyone, making eye contact, smiling and saying hello
- We are identifiable and give our names where possible

Encouragement

- We recognise the different needs and motivations of visitors and adapt our approach accordingly
- We take time to engage with visitors, to offer help where appropriate and to make them feel special

_earning

- We encourage questions, no question is irrelevant or too small
- As appropriate, we explain clearly the Cathedral's daily life worship and traditions

Community

- We recognise that we have a wide variety of visitors
- We make it clear the Cathedral is for everyone and there is no charge to visit

Opportunity

- Where appropriate, we introduce the purpose of the Cathedral and invite visitors to take part in a range of activities
- We provide opportunities for visitors to give feedback and make them feel their views and voices are important
- We give visitors the opportunity to contribute financially towards the Cathedral

Mindfulness

- We are sensitive to what is going on around us
- We are tolerant and understanding of others and manage our own reactions
- As appropriate, we help others to explore their spirituality whilst they are here

Excellence

- We make sure visitors receive a proper goodbye
- We positively represent the Cathedral and are supportive of all our colleagues
- We strive to be world class in all we do.





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