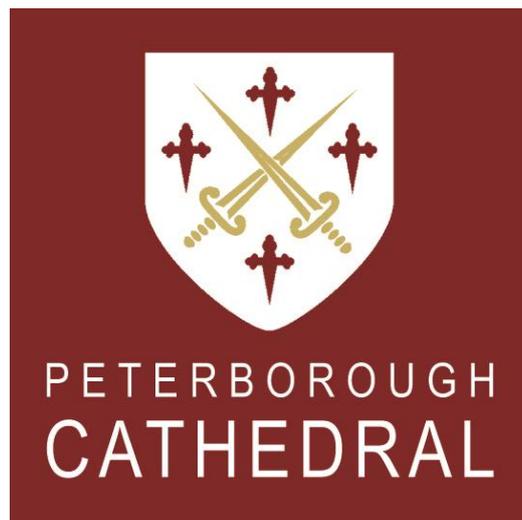


Peterborough Cathedral



Mission and Development Plan 2017-2020

Executive Summary

Vision

Peterborough Cathedral has an exciting Mission and Development Plan which sets out a comprehensive Vision:

- to promote wonder
- to celebrate faith
- to take risks in the service of Christ.

This Vision shapes and directs the use of our building, our musical resources and the gifts and energy of our community. It draws its inspiration from the God of the resurrection, who is faithful to the world he has made and wills to make all things new in Christ.

Background

The background to this Plan is one of financial challenge and stress, which has prompted a deeper realism. In essence, Peterborough Cathedral is undergoing a profound change of culture in which it is seeking to order its finances and management according to current best practice. This will place its ministry on a more sustainable footing and help to make the Vision attainable.

Cost saving

Changes have included a major restructuring of staffing, overseen by the Interim Cathedral Director. In the year 2016/17, 17 roles have been made redundant, and 4 new ones created, including the roles of Cathedral Administrator and Bursar/Chief Financial Officer. Some work, such as property management, is being outsourced. Many members of staff have taken on additional responsibilities. The voluntary role of the Interim Director has reduced as the responsibilities of the part-time Cathedral Administrator increased in April. The Administrator is also the Diocesan Secretary, who will help to bring the administrative resources of Cathedral and Diocese into closer relationship. A programme of property sales is being implemented with a view to reducing debts of some £5 million, including mortgage debt and that owed to the Commissioners.

New Income

A major part of this Development Plan is the generation of new income. The Plan shows how the Cathedral will make the transition from its current deficit position of some 700K (at the end of the 2016/17 financial year) to a more modest deficit of some 50K by April 2018, with a projected surplus in the following year. This will be a very significant turnaround in such a short period, and achieving it will depend upon maintaining a clear focus and tight cost discipline. At the present time (April 2017) event bookings for the first quarter of the financial year are ahead of cash flow targets. Visitor footfall (including attendance at events) so far in 2017 is 15% up on the equivalent period last year, and congregational attendance is up 10%, all of which bodes well.

Looking Forward

As the Cathedral's position is stabilised we look forward to the appointment of a new Dean, who is expected to be in post by the end of September 2017.

We acknowledge the help received from the Church Commissioners since July 2016. Their financial and professional support has allowed the Cathedral to continue functioning as necessary strategic changes have been made. We are also grateful to Bishop Donald for his continuing support, not least through the Directions given in the Bishop's Visitation Charge which form part of this Plan.

Objectives

The Mission and Development Plan has been prepared by the governing body of the Cathedral, the Chapter. As well as the core vision, it sets out objectives for each area of the Cathedral organisation, including Finance, Operations and Property, and a strategy to bring them about.

The Chapter sees these as the key objectives for 2017-19:

- Implementing the Directions set out in the Bishop of Peterborough's Visitation Charge issued in January 2017, most of which relate to issues of governance.
- Clearing long-term debt and achieving a surplus by 2019.
- Engaging with diocesan priorities, especially the vision for growth.

More specific objectives include the following:

- Working with the Bishop in the appointment of new members of Chapter, including a new Dean and Precentor, as well as a new lay member.
- Increasing visitor numbers by 30% by 2019 and congregational numbers by 10% annually.
- Extending the schools programme and attracting a higher take up of the offer.
- Renewing relationships with the Cathedral Trust so that fund raising can be effectively targeted.
- Promotion of the 900th anniversary to attract visitors and increase income.
- Promotion of the Cathedral and its facilities as a premier venue for hire and for an increased number of concerts and events.
- Developing a marketing plan for each of the 'audience sectors' we want to reach.
- Developing our support base, from volunteers to Corporate Partners.
- Ensure adequate resourcing of the finance team to enable regular and reliable financial reporting, and improved policies and controls.
- Sharing more resources with the diocesan office.
- Moving the Cathedral office so that office staff are on one site.
- Implementing the Property strategy, including sales.
- Completing the 'Letting it Speak for Itself' HLF Project.
- Completing phased work on the Cathedral arising from the current Quinquennial Inspection and as required by the Cathedral's insurers.
- Ensuring that lighting and sound systems in the Cathedral are fit for purpose.
- Participating more fully in ecumenical and interfaith initiatives.

The range and depth of these objectives is ambitious but essential if Peterborough Cathedral is to do more than merely survive. In setting out these objectives there is a clear recognition that our goals must be part of a greater aim, which is to fulfil our role as the seat of the Bishop of Peterborough and to be a centre of worship and mission.

With our Benedictine inheritance in mind, we draw inspiration from the prayer of St Benedict:

Glorious and holy Father,
give us wisdom to know you,
intelligence to understand you,
diligence to seek you,
patience to wait for you,
eyes to perceive you,
a heart to meditate upon you,
and a life to proclaim you;
by the power of the Spirit of Jesus Christ our Lord.