



**York Minster Strategic Plan 2015-2020**

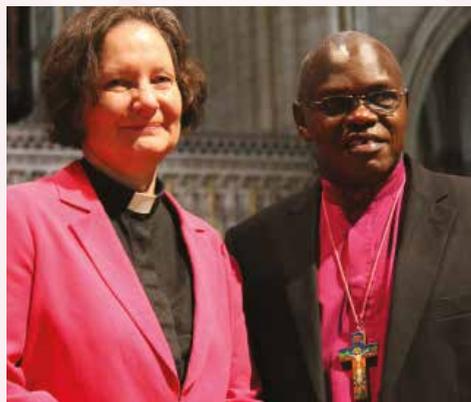
## Introduction from the Dean, The Very Reverend Vivienne Faull

In 2013 the Chapter of York Minster published its strategic vision, putting into words where we want to get to. But unless we have a plan describing how to get there it is unlikely we will implement our vision. If that happens many of those who have contributed to framing the vision will feel frustrated and disappointed. So a year on from the initial work, Chapter is publishing its implementation plan for the next five years. It will allow you to understand the priorities in a little more detail, and also to check how we are doing. The creation of this plan has involved many of you: thank you all for your honesty, commitment and contribution.

We hope very much that it will also enable you to play your part in turning vision into reality. Those who volunteer at the Minster or fund our work and those who are on the staff or on committees will need to understand the content. And those who are our supporters across the world can encourage us and pray for us in an informed way.

York Minster brings together a great range of people and interests. It has global reach and local loyalty not just because of its wonderful building and excellent work, but above all because at its heart is the worship of God, Father, Son and Holy Spirit. The concept of the Trinity means that community, diversity and dynamism are the essence, we believe, of who God is. The developing life of York Minster is a glorious example of that community, diversity and dynamism and a reflection of the work of English cathedrals more generally as the report Spiritual Capital concluded:

*The present and future of English cathedrals lies particularly in their ability to enable and sustain a range of connections – between the tourist and the pilgrim; between people and the traditions from which modern life cuts them off; between the diverse organisations and communities that share the same social and physical space and infrastructure yet never meet; and between a people who may be less Christian than their parents but are no less spiritual, and the God who made, sustains, loves and hopes for them to join Him at His table (Theos/Grubb para 183)*



### Message from The Most Revd. & Rt. Hon. Dr. John Sentamu, Archbishop of York

The Minster is a great resource for my Ministry as Archbishop, and knowing that the Chapter has ambitious and carefully thought through plans for the next five years is a great encouragement to me, as it will be for many. The Dean asks us all to read the plan, then to pray for the mission and ministry of the Minster, which has such opportunities to proclaim the love of God in Jesus Christ to visitors from all over the Globe. So please join me in that prayerful support.



## Executive Summary

Over the last two years York Minster has seen significant change with the arrival of a new Dean, three new Residentiary Canons, a new Lay Canon, new Chapter Steward and four new Directors. This new senior team has come together to define Mission and Purpose and to agree Values. These have been shared with over 1000 stakeholders and a consultation process has been underway as we sought to shape the future of the Minster. That process involved a great deal of listening where many themes, ideas and questions appeared again and again. The culmination of that listening and information-gathering process is this strategic plan.

Despite the difficult economic situations, times have been good and the Minster has balanced its books: both numbers of worshippers and visitors are up and there have been significant improvements to the fabric of the cathedral through the splendid achievements of the York Minster Revealed (YMR) project. The Minster has been the focus of a gentle three part documentary on BBC2 which received very positive reviews. However, these successes do not provide the opportunity to consider the job done. At the end of YMR, in March 2016, Chapter is keenly aware that it faces a “financial cliff”: the return of Stoneyard and Glass related costs currently subsumed within that project. We know, from work undertaken by our Surveyor of the Fabric and Quantity Surveyor, if we are to continue with restoration at our current pace then we must find in the region of £2.5 million per year. This leaves a considerable gap in budget which we are already addressing and must continue to do so.

Chapter is keenly aware of the challenges and opportunities facing other parts of the Minster operation: the school must develop, listening both to the feedback of parents and the Independent Schools Inspectorate. Maintaining our strong musical tradition requires significant investment of time, money and intellect, if we are determined to remain at the forefront of the cathedral choral tradition.

We couldn't sustain our operation without the support of some five hundred plus volunteers, and we must ensure we are able to attract and retain new people who wish to gift us their time and experience. We know we lack some of the core facilities we need to offer hospitality and welcome and so we must direct energy and effort to resolving this gap in our provision. The tasks ahead of us are manifold, complex and interconnected.

We are mindful too of the fact that the Minster is an outward-facing institution, one which must respond to those who are coming through our doors, whatever their motivation. Harmonising what we offer so that those who choose to spend time with us will have a consistent welcome demands we reflect and build on our successes and strive to work collegiately at all times. We will need to ask questions of ourselves and one another, trusting those that lead to take courageous decisions and reaching out to gather wisdom from all those who may be able to help us. We will endeavour to support our community, those that worship, work and volunteer with us, to travel with us and find ways of talking, listening and challenging that feel supportive and sustaining.

We learn from various pieces of church and secular research of the increasingly fractured nature of society and the very real time pressures of modern day living. If we are to be increasingly relevant in this world, and in order to deliver our Mission, then we must learn more about the people we want to enable to discover God's love and how we can share their lives.

What follows is an ambitious, exciting plan with a broad scope of work. Many of the projects are inter-related. However, the critical elements to achieving our aims over the next five years are twofold. Firstly the roll out and success of the programme of “audience” understanding, training and engagement which will underpin all we aspire to achieve. Secondly, the complexity of delivering so many inter-related projects over this period will demand that we adopt new working methodologies, working constructively and quickly across departmental and traditional boundaries in order for our plans to flourish.



# Mission, Purpose and Values

York Minster invites everyone to discover God's love through our welcome, worship, learning and work.

The Values which underpin this work are:

**Courage** – we will need to take some brave decisions

**Wisdom** – we will use the wisdom available to us to help us make informed choices

**Trust** – we will trust one another as we take these decisions

The five key purposes which inform our work are;

- to play an active role, across the Diocese of York and the Northern Province of the Church of England supporting the work of the Archbishop, sharing our skills and knowledge and working with communities and partners to further our Mission;
- to inspire people, through the story of Jesus Christ, through our worship, prayer and music and through the heritage and history of York Minster, onto a journey of personal and shared transformation;
- to engage all our community in a participative and consultative way;
- to put learning and the transformation of ourselves and of others at the heart of all we do;
- to manage our business successfully, covering our costs and generating the funding necessary to further our mission and to sustain the Minster.

We have divided our 2020 strategy into five main areas of work:

- Becoming outward looking
- Extending our reach
- Sharing God's Love
- Transforming ourselves and others
- Responsible Stewardship

We have identified seven key aims for 2020 they are:

- By 2020 we will have a growing congregation, particularly in the age range 0-40;
- By 2020 we will be financially self-sufficient in our regular revenue-generating activities without the need to rely on legacy income. We accept that capital sums will always need to be raised for specific projects;
- By 2020 we will have developed and diversified our income stream to grow income and maximise return, enabling us to deliver an annual surplus to support our Mission;
- By 2020 we will have a comprehensive understanding of who worships with us and who visits us in order that we can best meet their needs;
- By 2020 we will make best use all of our resources, in support of our Mission;
- By 2020 we will have a fully trained, motivated and engaged community of staff and volunteers.
- By 2020 we will be able to measure the positive impact York Minster has with its Community, with visitors and across the Diocese.





## Becoming outward looking

### Understanding who comes

The powerful findings of the report “Spiritual Capital” demonstrate the widely held belief that Cathedrals are a resource for all. For York Minster to fully deliver its Mission, to enable people to discover God’s love, it must take steps to understand why people are motivated to worship or visit and what sustenance spiritual, physical or material they are expecting from that encounter.

Gaining a fuller understanding of these motivations, those “audiences” who choose to spend time with us, will require dedicated time and resource. However, once analysed, the data will enable Chapter to have a better understanding of who is coming and why and a truer picture of who isn’t coming and why not.

This information will enable Chapter to make informed decisions about resource allocation and be confident about the success of new initiatives or the reason for stopping existing work. We will support staff and volunteers to use this data and are committed to keeping our information up to date. We will work with peer institutions across the City and Region, and across the Cathedral network to share our knowledge.

### Communicating

One of the most frequent pieces of feedback during the consultation of the strategy was about the need to communicate more effectively. Chapter is committed to ensuring that everyone feels included as we deliver our Mission. We will work closely with our supporters on Fabric Advisory Committee and ensure that those in the College of Canons and on Cathedral Council are regularly updated and are able to share their voice. We will review our regular Pew Sheet and Bulletin to ensure they serve those who need the information. We are committed to finding ways to celebrate and thank the very many people who give their time and support to enable the Minster to flourish: we propose to institute an annual Minster-wide thank you over the festival of St. Peter in June.



## Extending our Reach

The Minster will continue to support the Diocese, gifting £75,000 each year as part of its contribution. The Minster will continue to support the Archbishop in his use of the Minster, in his prayer and in his teaching. Our Clergy will be present in the life of the Diocese, attending licensings, inductions and other Diocesan occasions. We will also support other committees, the Archbishop's Staff, Deanery Committees and offer teaching, training and theological expertise.

We are also committed to the work of the wider Church of England, and so will continue to play a key role on various national committees at AEC, CLAM, Cathedrals Plus, CAFA and Guild of Church Musicians. We will also ensure that we offer training opportunities for curates, placements for ordinands and consider establishing the posts of minor canon and pastoral assistant to support the development of future cathedral clergy.

The Minster Community has a history of supporting food banks in Middlesbrough during Lent and Harvest. We will work with the Church Urban Fund, Church Action on Poverty and Diocesan clergy to discern the optimal way of supporting those parishes with the greatest need.

The Minster currently gifts 10% of all Collections to various charities. Chapter would like to work with the Minster Community to nominate a few charities with whom we will work on an annual or more long-term basis, ensuring we can make a real difference. We will take our Mission out beyond the walls of the Minster and continue the successful community engagement programme pioneered as part of the York Minster Revealed project. We will continue to support the work of the Minster School led Choral Outreach programme.

We will continue to take a leading role in the civic life of the City of York, and will continue to promote partnerships with public, voluntary, business and community sectors. We will continue our governance relationships with Manor, Archbishop Holgate's and St. Peter's schools. We will continue to work collaboratively with the City's FE and HE providers.





## Sharing God's Love

We invite everyone to share God's love: so we must think carefully and invest in our welcome, our liturgy and music, our spaces, our events and programme and our facilities.

### Welcome

We are conscious that we lack some of the basic facilities we need to make people feel truly welcome, and so we will develop plans to offer catering within the precinct. We are also aware that many people who arrive at the west-end aren't sure what is beyond the doors and aren't clear why we ask them to support us by paying an entrance charge. We need to be clear about the messages that invite people to come to us, explaining what we hope they will experience and feel, and why we ask for their support. We will improve our external and internal signage. We will also commit to developing a set of behaviours, in support of our values, that we will expect all staff and volunteers to display to those they encounter on the floor, on the phone or over the internet.



## Liturgy and Music

One of the factors contributing to the growth of cathedral congregations is that they offer worship which is well-planned and well-executed and in which the content, offered within the particular physical context, has the potential to be a tool for personal transformation and growth in faith. We will continue to review and develop our liturgical practices, aware of the historic liturgical tradition of the Minster, but always seeking to renew that living tradition over time.

We will continue to invest significantly in the provision of special services as a crucial part of our mission to those on the threshold of faith, and ensure that our statutory services are as accessible as possible to those with no or little faith background, and to those from non-English speaking backgrounds. We will move towards a realistic balance between use of the building for special services and visitor access, and develop the emerging policy around the mitigation of visitor revenue loss.

As Metropolitan Church of the Northern Province, the Minster has a flagship role to model worship which reveals a truly Anglican liturgical theology, in which word and sacrament are balanced, and in which a range of liturgical traditions are honoured. We will continue to strive for best practice in preparation and delivery, working clearly within

the legal parameters of the Church, while looking for opportunities for creativity and innovation in the service of the Gospel. We will continue to respond to archiepiscopal requests for provincial and diocesan worship and strive to service these creatively as part of our commitment to providing a liturgical base to support the Archbishop's ministry. In addition to making the Minster and its resources available for diocesan worship, we will, through the work of the Precentor with the Diocesan Liturgical Group, Diocesan Training Team, Readers' Board and Yorkshire Ministry Course, look to provide increasingly effective liturgical training for clergy and lay ministers within the Diocese.

We will review the Minster's provision of worship for those communities which are not at present engaged with us and, in the light of past experience (in particular that of Transcendence) give serious attention to alternative and complementary styles of worship. We will grow a broader team of lay people and clergy who can contribute to the leadership of worship, and provide excellent induction, training and development for this team.

We will undertake detailed planning to ensure gaps in the provision of robes, vestments, altar frontals, service cards etc. are addressed.

## Discipleship

Chapter also affirms its commitment to making great music and to sharing it with more people. Our Choir currently performs a repertoire of over six hundred different pieces of music. We are committed not just to the exposition of the music from the "Golden Age of English Church Music" but also to the performance of living composers and commissioning new work. We will continue to seek ways to widen access to becoming a Chorister, devising new ways to promote that opportunity and new access routes in. We are committed to excellence and so will develop our relationship with the University of York to ensure shared continuing professional development opportunities for our Choral Scholars. We will continue to offer an organ scholarship to support the future of cathedral musicians. We will continue to explore the possibility of setting up a 'University / Minster' choir to be a regular part of our liturgical pattern and will review our existing visiting choir and organist arrangements to ensure consistent high standards.

We are committed to creating a higher profile for our Choir through a combination of recordings, broadcast, PR and Choir Tours, enabling the music of York Minster to be better known regionally, nationally and internationally. We will also use our Choir to support music within the Diocese and work to expand the reach of our choral outreach programme.

We will continue to support the work of the Sunday School and seek ways to develop this work into greater engagement with older children and teenagers. We will need to dedicate resource to support this and may well need to look to work in partnership. We will explore the implications of committing to offering Communion before Confirmation to children who worship regularly at the Minster. This will require careful preparation and teaching and close working with the school.

We will continue to offer opportunities for those new to faith to join 'Exploring Christianity' Courses. Having used the new Church of England 'Pilgrim' material ('A course for the Christian Journey') to good effect, we plan to use it more and to develop lay leaders. We aim to develop an informal discussion group for those who would like the opportunity to talk about theological or ethical issues. This would be aimed at younger members of our community, including students, and may take place in a local hostelry.

We are providing informal support to two members of our community who are actively exploring their vocation to ordained ministry. We have also supported two members of our community who have completed the Diocesan Recognised Pastoral Assistants course. This will continue and we will look to actively encourage others to explore their vocation to lay or ordained ministry.





## Creating a sense of the sacred

During the development of this strategy, feedback confirmed Chapter's thoughts that the Minster is often over busy and over-cluttered, and, moreover, that there is a sense that it lacks a heart, a destination point for pilgrimage. Chapter is committed to developing a plan to reordering the East-end, Quire and Crypts with particular focus on the location of the High Altar and the Shrine of St. William. The opportunity to create a larger quiet space in the crypt could enable more frequent liturgical use. It would also offer the opportunity to attend to the long-standing issues of water and salt damage to the stonework. We also want to ensure that the Minster is de-cluttered, and that we are more consistent in the furniture, furnishings and signage we use.

## Programme and Interpretation

The re-design of the Undercroft in 2013 enables us all to see the benefits of working with professional interpreters, designers and collections experts. We propose to develop this methodology and define the aims of our ongoing programme (events, activities, concerts, publications, exhibitions) to a clear narrative drawn from our Mission and in support of our core audiences. We hope that by being crisper in our aspiration we can do less and reduce the impact on the very fabric and stillness of the Minster.

We want to develop experience, resources and interpretation in support of our Mission, telling the story of Jesus Christ and of York Minster supporting

the rhythm of the liturgical calendar. We will consider the life-span of the Undercroft exhibitions and begin to plan for what comes next. We will decide when the Orb leaves the Lady Chapel, dependent on the installation of the final panels of glass to the Great East Window and find homes for the excellent interpretation about stoneworking and glazing.

We want to create our own programme of events and activities supporting these narratives to engage and inspire audiences, mindful not least, of wanting to develop the legacy of the work delivered as part of York Minster Revealed. A specific highlight could be a staging of the Mystery Plays in the Minster.

## Maintaining the Minster

Much of our ongoing conservation and repair work is informed by our Quinquennial inspection, the latest edition due by spring 2015. Major planned projects to the Minster over this period will be: the completion of the Great East Window, the conservation and repair of the stone and fittings of the Camera Cantorum, improved lighting to the nave and nave aisles, improved lighting to the Zouche, an upgrade to the Minster sound system and restoration and conservation to the fragile medieval glass in the North Nave Aisle windows. We anticipate that our next major capital project will be to the stone and glass of the South Quire Aisle, and in order to develop and understand the scope of that work we will move scaffold from the east to the south so we can inspect, study and cost.



## Transforming ourselves and others

The Minster has a long tradition of learning dating from the time of Alcuin to the present day. Chapter is committed to continuing and developing this tradition.

We want to ensure that we learn from all that we do, to create an aspirational culture where reflective practice is used to aid continuous improvement.

### Clergy, Staff & Volunteers

We want to create a thriving community, committed to one another's well-being. We want to create a community where opportunities abound, where success is routinely thanked and praised, but where poor performance is addressed and changed ways of working are supported.

We will improve training opportunities for all staff and volunteers, firstly by ensuring all new starters are properly inducted. We will dedicate resource to leadership training for Clergy and Directors, and to leadership and management training for our Managers. We will establish a talent management programme to identify and nurture potential within the organisation. We will invest in all staff through a programme of regular review and appraisal and by offering the opportunity to undertake continuing professional development. We are committed to investing in a dedicated system that records and monitors statutory training requirements.

We will encourage ourselves to look beyond the Minster to embrace new ideas and to welcome others into our midst to share their knowledge and experience with us.

Alongside all of this we want to ensure that we create time for reflection, personal learning and rest and to provide pastoral support for all our community.

### Collections, Library and Archive

Chapter will ensure that we continue to conserve and care for our Collections and Archive in line with best practice of Museums Accreditation and the guidelines laid down by CFCE. However, Chapter is aware that it will need to take pragmatic decisions about acquisition and disposal and support our staff to develop policies to acknowledge this. We also want to develop programmes of activity, in support of our mission, which enable facilitated access to our Collections, Library and Archive, through the creation of events, exhibitions, publications and products.

### Creating Learning Opportunities for all

Chapter wishes to expand on the existing work delivered out of the Learning Centre and Old Palace by developing specific activities, resources and events in support of our mission and aimed at our core audience groups. We want to unlock the potential of our Learning and Collections Teams by creating a dedicated Learning Centre where our programme can sit alongside facilitated Collections Access. We will work to develop our existing partnerships with the Universities of York and York St. John; such as The Ebor Lectures with York St. John for example, and the assistance provided by the University of York in the provision of our library facilities. We will explore the possibility of new partnerships with other academic and cultural institutions.

### Minster School

Chapter will champion the continued growth and development of the Minster School; enabling it to grow and prosper and remain financially viable by investing in facilities and resources, notably by securing space for the pre-prep department at the White House, for the whole school to gather in one place by acquiring an assembly hall in the local vicinity and by finding outdoor sporting facilities. Chapter will support the ongoing development and training of the school staffing and leadership team.

Chapter will support the development of Minster School pupils, by dedicating time to ensuring the school's ethos and values are consistent with the teachings of the Church of England. Focus will be placed on enabling all pupils to develop into independent thinkers and learners by offering a range of experiences and educational opportunities both within the curriculum and through extra-curricular activities.





## Responsible Stewardship

The Minster has been a site of worship for over 2000 years, and we, the present team are merely the stewards of the resources at our disposal. It is our intention to pass the Minster and its resources onto the next generation in the best position to weather whatever the rest of the 21st Century and beyond holds.

Where possible we will seek to drive efficiencies in our budgeting and operational planning. This does not mean a programme of cost-cutting, more that we wish to ensure that all we do is in support of our Mission, and that we must stop those activities which aren't aligned. We intend to use our five year strategy to develop an annual business plan and performance indicators so we can measure how successful we are. We intend to develop our working practices and aspire to adopt a project working culture. We must review our existing job descriptions and structure to ensure we have the right roles, competencies and cover to deliver our Mission across 365 days a year.

To support this we will need to invest in HR and Finance systems so we can track information and expenditure with greater timeliness. We must upgrade our existing ticketing and customer relationship management tools and work harder and smarter at archiving and sharing information. We are committed to creating an intranet to share policies, guidelines and news.

We will also increase our commitment to working sustainably by continuing to monitor our utility usage, by regularly updating our environmental policies and by adhering to the policies outlined in our Conservation Management Plan.



## Precinct and Property

The Minster dominates its setting, and Chapter is fortunate that it still has control over much of that setting. However, in order to deliver our mission we must develop an integrated, comprehensive precinct plan encompassing plans on car-parking, tree care, lighting, signage and use of properties alongside plans for how we might animate our outside space. Alongside this we will develop a detailed property strategy, considering the weight of our existing portfolio and ensuring we have a long term plan for each of our buildings. During this time we will repair and upgrade 5 Minster Yard, support the School to realise ambitions for 7 Minster Yard and consider how we might use other properties as holiday lets.

A key ambition will be the plans for the Old Palace, St. William's College and Church House. We will create a Learning Centre at the Old Palace, combining all our Learning and Collections activities in one place, and enabling that team of experts to work closely with one another regularly. Chapter will embark on a local partnership to develop a hospitality and tourism academy using the conference facilities at St. William's College and relocate its office staff to the office spaces in St. William's. The existing Church House site on Ogleforth will then be redeveloped and additional income realised through sale or rental.

## Income Generation

Chapter is aware that it needs to develop other income streams and to develop and support existing

income. Over the next five years we will work closely with our advisors on finance committee to ensure our fund managers deliver us strong returns. We will continue to review our ticketing and charging policies, ensuring we offer value for money and the right offer for folk to return. We will encourage increased congregational giving through a regular generous giving initiative aligned with that of the wider diocese.

## Catering and Retail

We acknowledge that we have considerable work to do in order to be able to provide appropriate hospitality, and that the lack of a cloister or other monastic buildings makes this all the more difficult. However, we are committed to providing pop-up facilities as we work to understand the best options available to us. We recognise that we will need different facilities for different people.

Chapter is committed to developing our retail offer; we want to develop bespoke products with unique objects linked specifically to the Minster and its Collections. We will consolidate our retail offer to two spaces and continue to work hard with the retail team to increase margin and develop online sales.

## Conclusion

This is an ambitious plan, drawn from consultation with over 1500 people. Thank you. We have listened: you tell us you are ready to rise to meet this challenge. Chapter is ready to lead the way.





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