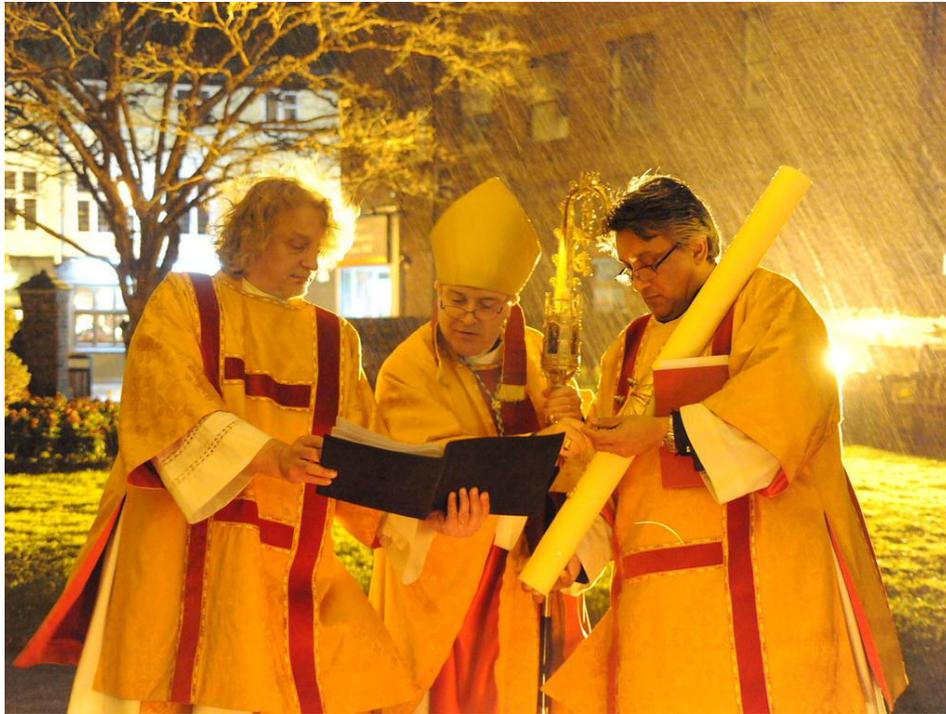


Chelmsford Cathedral Strategic Plan 2016 – 2021



When it was evening on that day, the first day of the week, and the doors of the house where the disciples had met were locked for fear of the Jews, Jesus came and stood among them and said, 'Peace be with you.' After he said this, he showed them his hands and his side. Then the disciples rejoiced when they saw the Lord. Jesus said to them again, 'Peace be with you. As the Father has sent me, so I send you.'

John 20.19-21

CONTENTS

Page 3	INTRODUCTION
Page 4	SECTION 1: THE CATHEDRAL'S MISSION 1.1 Introduction 1.2 The Four Themes: 1) The Cathedral as a thriving, outward facing community 2) The Cathedral as the church of the Bishop 3) The Cathedral shaped by worship 4) The Cathedral as public / cultural space Conclusion: Being Ready
Page 9	SECTION 2: USING OUR RESOURCES IN THE SERVICE OF OUR MISSION 1) People – staff, volunteers and governance 2) Relationships – communications and networks 3) Resources – buildings and assets
Page 11	SECTION 3: KEY PROJECTS 2016 – 2021 1) Developing the Cathedral's role in spirituality for the Diocese. 2) Developing the Cathedral's capacity for Community Chaplaincy. 3) Developing the Cathedral's schools and education work 4) Developing the Cathedral's American links. 5) Developing the Cathedral's art collection. 6) Developing the Cathedral's Infrastructure.
Page 13	CONCLUSION
Page 14	APPENDIX - <i>priorities out in the form of a table, with goals and objectives, the lead personnel responsible, the overall financial implications and a provisional time line.</i>

INTRODUCTION

Chelmsford Cathedral is a thriving place of worship at the heart of the city of Chelmsford seeking to serve the Bishop and the communities of the Diocese of Chelmsford as a focus for the Bishop's ministry, a place of prayer and hospitality, and a resource for the whole community.

Over the last two years the Cathedral has been seeking to respond to the mandate given to the new Dean, best summarised in the following short paragraph (October 2013):

“The main challenge for the next dean is to stretch the vision of what a parish church cathedral might be, to encourage people to reach out from an existing comfort zone to explore a wider role as cathedral for diocese and community and to have the courage to move forward with this vision. This, in summary, is the role of the next dean.”

As a community we have begun to embrace this as a mandate shaping the mission and ministry of the Cathedral as a whole.

Embedded in this mandate are the strategic priorities of the Diocesan mission statement *Transforming Presence*:

- Inhabiting the world distinctively
- Evangelising effectively
- Serving with accountability
- Re-imagining ministry

This strategic plan analyses and develops the mission and ministry of the Cathedral through a range of different lenses, identifying our mission fields, our foundations, our vision and our strategic priorities.

Taken together it lays out the way ahead for the Cathedral up to 2021. It is rooted in two years of prayer, reflection, and stakeholder discussion as we seek to respond to God's call in shaping that future.

Nicholas Henshall
Dean of Chelmsford
serving East London and Essex

THE CATHEDRAL'S MISSION

1.1 INTRODUCTION

When it was evening on that day, the first day of the week, and the doors of the house where the disciples had met were locked for fear of the Jews, Jesus came and stood among them and said, 'Peace be with you.' After he said this, he showed them his hands and his side. Then the disciples rejoiced when they saw the Lord. Jesus said to them again, 'Peace be with you. As the Father has sent me, so I send you.'

John 20.19-21

This text has become fundamental for the Cathedral as we seek to explore our mission. On the evening of the first Easter Day, Jesus, the wounded risen saviour, empowers the disciples and sends them out to be instruments of peace and reconciliation. This is a headline throughout this strategic plan. Through the Cathedral's two mission weekends and through the ministry at Bradwell – a place not of pilgrimage but a place from which people were sent out – the Cathedral has reflected deeply over the last two years on the theme "formed in order to be sent", and begun to embed this in its mission. Hence this passage of Scripture which both begins and ends this document.

1.2 THE FOUR THEMES

Stakeholder consultation began in March 2014 with responses to the *Dean's Big Question* and a range of more informal conversations and processes. Gathering all these together in November 2014 at their residential, the Cathedral Chapter identified the four clear themes that were emerging as the key elements of the Cathedral's vision going forward:

- The Cathedral as a thriving, outward facing community
- The Cathedral as the church of the Bishop
- The Cathedral shaped by worship
- The Cathedral as public / cultural space

The *Dean's Round Table* in spring 2015 formed the next stage of developing the Cathedral's vision, seeking the involvement and contribution of a very wide range of people with a stake in the life and future of Chelmsford Cathedral.

The Round Table meetings took each theme in turn, but with an invitation to touch on anything else that emerged as important and engaging. With over 250 contributors representing a very wide range of people – the congregations, diocesan officers, clergy, members of Bishop's Council, civic leaders and the wider networks. What follows is a summary of the responses and discussions.

1.2.1 The Cathedral as a thriving, outward facing community

This theme has become the banner headline for the whole of the Cathedral's vision – a sense of what we already are alongside what we aspire to be. Stakeholder conversations emphasised strongly the need for the Cathedral to be a place of welcome, accessible and available, reaching out to churches and communities across in the diocese and beyond boundaries of tradition. A recurring theme was the Cathedral's need to reach out visibly in response to social need, and developing a presence in the public square.

The Chapter explicitly recognises the Cathedral's over-lapping mission fields – as home to thriving congregations, as parish, and as seat of the Bishop (a theme so significant that it is a theme in its own right).

Home to thriving congregations is the aspect of the Cathedral's life which is probably most familiar to most people – the worship and community life around the Sunday morning gatherings, and around smaller weekday services. This also includes learning groups, work with children and young people, etc. With a Cathedral Roll of 560 and average Sunday attendance of 397, we are one of the four largest congregations in the diocese, and among the larger cathedral congregations in the Church of England. We have excellent work with children. Indeed, one of the things we are known for in the wider networks of the community is the excellence of our work with children and young families, which is why this important ministry has grown so fast over the last three years.

However, an important part of the development of the narrative over the last two years has been the recognition that this is at the service of our whole identity as Cathedral, and indeed that our thriving congregational life itself is to be formed and shaped by our emerging sense of being a sent / apostolic community.

Parish is part of Chelmsford Cathedral's DNA, and the largest single group of English cathedrals are "parish church cathedrals". This means that the Cathedral – alongside its other ministries and responsibilities – has specific responsibility as the local Christian community for the geographical area in which it is set, including the people who live there and the institutions and businesses located there. Where a cathedral is not a parish church, there is normally a major local parish church with which the cathedral has a significant relationship delivering this parish ministry.

To get this right we need to be clear about the word "parish". Many people – including some clergy – use the word "parish" to mean "congregation". In the Church of England this is not (and never has been) what the word "parish" means. Rather in the Church of England it means (and has always meant) the geographical area that the church is there to serve. Behind that lies a serious theology of place: that the people and networks of the surrounding area have a claim on the ministry of the local church, regardless of their own faith and convictions, and that the local church has a responsibility to the people and networks of the surrounding area.

So to be a "parish church cathedral" means that – alongside all the ministries that go with being a cathedral – we, as a community of followers of Jesus, have the responsibility and privilege of being a transforming presence in the networks of the city centre, the schools, the university, the City Council, the County Council, the Courts, the Police Station, the Fire Station, the Railway Station, the pubs and clubs and retail centres. Another focussed way of talking about the Cathedral's ministry in these networks is as City Centre Church.

And that means we are the church for those who live in our parish – currently over 3,700 people (2011 census), and rising fast as new housing is built.

Going forward, this is an area of our mission fields – Cathedral as both Parish Church and City Centre Church – that deserves more of our time, our attention and our resources in order to fulfil this significant part of our ministry.

1.2.2 The Cathedral as the seat of the Bishop

As has already been noted, this is key to the Cathedral's identity. The Chapter is committed to developing this, with the Cathedral as an active ingredient in the life of the diocese. The stakeholder conversations recognised that being the seat of the Bishop was fundamental and – whilst there is a long journey to go on – that the Cathedral's role as spiritual heart of the diocese at the service of the diocesan networks was part of this. The holding crosses have been widely recognised as a small but significant example.

Just as the Bishop of Chelmsford's seat is at the Cathedral, and therefore a special focus of his ministry as teacher and evangelist, so the Cathedral seeks further to recognise the Area Bishops and the College of Canons as having a place in the Cathedral in a complementary way.

This theme is fundamental to the whole enterprise here. We are a cathedral simply because we are the Bishop's Church, and that is why the Bishop's *cathedra* is here, his seat. This ministry is partly about the Bishop coming here to do things, but that is only a relatively small part.

There are at least two other clear aspects to this key role:

- the Cathedral as the spiritual heart of the diocese – therefore a place of prayer for the Bishop and the work of the diocese, the natural “home” for major diocesan services and events, and so forth
- the Cathedral at the service of the diocese, and in particular sharing in the ministry of a Bishop who puts teaching and evangelism at the heart of his work.

Our role as Cathedral *for* the Diocese does certainly mean the Cathedral as welcoming host and the appropriate place for a range of diocesan events and celebrations. But much of this also happens across the networks of parishes and deaneries. An emblem of this is that for nearly 100 years the Cathedral has been entrusted with St Peter's Chapel, Bradwell – the only other church which is for the whole diocese rather than for a specific locality. That the Cathedral has recently been invited to be involved in strategic conversations about ministry in the Dengie and church planting in Beaulieu Park is a significant development.

The Cathedral has a growing role as a place of Christian formation for ministry – i.e. the formal processes of discernment and training for candidates for ordained and authorized ministry in the church. This is a good illustration of the theme of Cathedral as Bishop's Church. Alongside Edward Carter's formal diocesan role in ministerial formation, over the last 18 months we have begun to host residential and non-residential placements for students and curates, and two three year interns started with us autumn 2015 (one from St Mellitus London, one from Children, Youth and Mission at Ridley Hall). The Cathedral has particularly strong relationships with the Diocesan Director of Ordinands and with the Continuing Ministerial Development team. The work stemming from this means that the Cathedral as a place of ministerial formation is becoming a significant theme and one that is fundamentally oriented outwards towards enabling mission and ministry across the communities of the diocese.

The two Mission Sundays (2014 and 2015) – when the main Sunday morning services at the Cathedral were cancelled and the congregations were sent out across the diocese and beyond to worship with other Christian communities – have been an important piece of learning for all of us. This has led us to a growing sense that the Cathedral is fundamentally a sent community: 'Peace be with you. As the Father has sent me, so I send you.' This is part of the daily life of the Cathedral – underlining how cathedrals deliver much of their core mission through the strength of their networks.

The Bishop's Staff Team note in their engagement with the Cathedral's strategic planning that the simple reality of the Dean and Canon Theologian's Sunday commitments in different churches – literally the Cathedral serving in the networks and communities of the Diocese – are both deeply appreciated as supportive in themselves and actively experienced as a ministry of the Cathedral *for* the Diocese.

They further emphasise the importance of the Cathedral's role in the diocesan world church links. The Cathedral's ministry of welcome, worship and hospitality is deeply appreciated by visitors from

Kenya, Sweden and beyond. And whilst this is practical service it is also emblematic, demonstrating clearly how the Cathedral as church of the Bishop supports the Bishop's ministry and the life and identity of the Diocese.

We are now beginning a new chapter in the Cathedral's history which sees us committed to this primary role as the Bishop's Church for the Diocese. This is absolutely appropriate as it is the only reason we are staffed as we are, and the only reason that we are funded as we are. It is fundamental to our mission and ministry as Cathedral.

1.2.3 The Cathedral shaped by worship

Across the stakeholder conversations there was a clear consensus that the Cathedral should maintain and build on its strengths in traditional worship. In addition, conversations identified a clear need to explore complementary patterns at the same time as putting fresh resources into the existing offering.

There is a deep appreciation of what is special, unique about cathedral worship in general and specifically the worship at Chelmsford Cathedral. People speak of how they are nourished by the worship, and thankful for the quality and depth of the worship offered. This goes hand in hand with the desire already noted to see us broaden what we have to offer in worship and music (with a particular request to broaden the range of hymns we sing). A small sign of development are the plans to develop a cathedral music group for regular provision at the 9.30 am Eucharist. It is also worth noting that the two informal services over Christmas 2015 added 1,000 worshippers to Christmas attendances, illustrating the missional effectiveness of developing new provision.

There is a deep appreciation of the fact that prayer is offered daily in the Cathedral, and it is worth noting that attendance at the weekday Eucharist has grown significantly over the last year, and many of those who come are not part of our Sunday congregations.

These responses about the quality and range of worship are helpful in that they are completely in line with what *Anecdote to Evidence* records about why cathedrals are growing.

Stakeholders also express real concern about how best to welcome others into worship – the importance both of training our formal welcomers and helping all members of our congregations to grow in confidence in welcoming others. People were also eager to emphasise that worship was only part of the offering – talks, lectures, opportunities for fellowship and outreach were also recognised as having an important role.

People are deeply appreciative of the Cathedral's work with children and young people, but with contrasting ideas about how to serve this better. The Cathedral is rightly proud of our work with children and how it continues to grow, but also aware of the challenges and opportunities that this ministry brings.

1.2.4 The Cathedral as a public and cultural space

Increasingly – and perhaps quite surprisingly in our apparently secular context – cathedrals are becoming important as public space. This may be for a conference, an information day, corporate hospitality. A huge range of activities, related both to the Cathedral's civic role in the public square and the development of essential revenue streams. A few years' ago the nave of Liverpool Cathedral was the setting for the launch of the Range Rover *Evoke*. We are part of this story – though only at the beginning of it. However, this theme accounts for over 25% of visits and attendances.

The major report *From Anecdote to Evidence* (2014, <http://www.churchgrowthresearch.org.uk>) identified cultural activities as a very significant way in which an increasing number of people engage with cathedrals nationally. This has been an important part of our history here at Chelmsford – in a

typical week in term time as many people come to concerts at the Cathedral as to Sunday worship; and Friday is regularly the busiest day of the week. Cultural activity includes lectures, talks and exhibitions as well as our core musical offerings.

The Cathedral is a special place and space which draws people in. Its significance, power and history give strength, and with that there is the need to ensure a positive, appropriate impression for visitors. Many have noted the simple impact of the candles on the main altar, which are lit whenever the Cathedral is open. There is a real commitment – despite lack of storage – to de-clutter the Cathedral as much as possible, and to find a way of making use of the Cathedral in such a way as it gives the building itself space to breathe.

Conclusion to Section I – BEING READY

A growing theme in the Chapter's discussion is the importance of being ready, both as a building and as a community – ready as thriving, outward facing community; ready as the Bishop's church; ready as a place of worship; ready as public space. Uncluttered space both physically and spiritually, open, welcoming and hospitable to the stranger as well as the regular worshipper. A corollary of this is the importance of seeking to be professional both in the way the building is presented and in the way the Cathedral offers hospitality and welcome.

There is genuine pressure on the space. The Cathedral increasingly owns its role as public space both in the range of activities that have found a home here and in intentional outreach activity. Fridays are frequently the busiest day of the week in the Cathedral because of the lunchtime concert series. This is certainly suggestive of possibilities. That the Cathedral is able to gather large numbers for a Holocaust memorial event is significant. And that the Wednesday afternoon drop in can co-exist with the lunch time Eucharist, 24/7 prayer and an art exhibition in virtually the same space is powerful.

Being ready is also fundamental to our work and ministry on the networks of the city, region and diocese – the Cathedral as entrepreneur, ready to seize opportunities and take risks.

2 USING OUR RESOURCES IN THE SERVICE OF OUR MISSION

Our resources are the foundation of the Cathedral's ability to deliver on its mission. Here at Chelmsford Cathedral there are three foundations:

- PEOPLE – staff, volunteers and governance
- RELATIONSHIPS - communication and networks
- RESOURCES – buildings and assets

2.1 PEOPLE

Staff and volunteers

Before moving on to clergy and paid lay staff, it is important to emphasise the importance of volunteers. The daily life and ministry of the Cathedral would be completely unsustainable without our volunteers. They support in so many practical ways the Cathedral as it seeks to be a thriving, outward facing community, and enable us to fulfil our core mission.

In terms of stipendiary clergy and paid lay staff, it is worth going into some detail as this tells us something very important about the Cathedral's core mission and focus.

Every cathedral in the Church of England gets a Dean and two "commissioners" canons free, at no cost to the Cathedral other than housing and expenses. The Dean is the spiritual leader of the Cathedral community as a whole but has a series of diocesan responsibilities, and here – as in almost every other Cathedral – delegates his responsibilities for liturgy and for pastoral care to the commissioners canons. Many deans also have regional and national roles. Perhaps the neatest way of describing the role of the Dean is *of the Cathedral for the Diocese*.

The Bishop, to whom the canons are accountable is free – in consultation with the Cathedral – to use the commissioners canons in whatever way is appropriate, as long as they are wholly occupied on the work of the Cathedral – i.e. the wide ranging mission that has already been described of parish church, home to thriving congregations, and Bishop's Church seeking to serve Essex and East London.

Here at Chelmsford we are very fortunate to have a third canon who is 50% Cathedral and 50% diocese. And we have a self supporting priest, who is also head teacher of an outstanding Church of England primary school in the Colchester Episcopal Area.

We currently have 14 lay staff (including two interns) whose collective role is to administer the life of the Cathedral for the diocese. The lay staff team has seen significant change over the last 18 months and new staff have been appointed explicitly to serve the Cathedral's emerging mission and priorities.

Governance

The Cathedral has robust governance and operational structures in place. Since September 2015 the Chapter has been completely restructured, including the appointment of three new external lay members. New lay chairs have been appointed to the Finance Committee, the Cathedral Council, the Choral Foundation and the Works committee. A newly restructured Fabric Advisory Committee will be in place later in 2016.

2.2 RELATIONSHIPS

Communications and Networks:

There is a famous picture of a bridge in Honduras built to withstand major natural disasters. Unfortunately when such a disaster struck, the bridge remained intact, but the river beneath it moved elsewhere and no roads remained connected to the bridge. At an early Chapter meeting (14

October 2014) this image was used as a description of part of the Cathedral's history, recognising that to build these robust communications, relationships and networks in the public square and in the diocese is a critical objective. This is a serious issue for a contemporary cathedral – the report *Anecdote to Evidence* points out that the role of cathedrals across such networks is a significant part of both their ministry and their mission. Indeed it is also one of the reasons cathedrals are growing as worshipping communities.

Re-building – indeed building – these networks is a long process and demands significant time and energy. In Chelmsford the gaining of city status in 2012 followed by the Queen's visit to the Cathedral in 2014 has established something of a new narrative – “a new Cathedral for a new City”. This has been very helpful locally, and it is encouraging to see the Cathedral now routinely used as branding in city centre hotels, banks, and even on litter bins! Our involvement in the city centre liaison group has been a very positive gain, and facilitates our demonstrating the social and economic benefits the Cathedral brings to the community. It was a helpful comment last year when we were approached by the Anglia Ruskin University saying “we need the Cathedral to re-establish our presence in the city centre.” Civic and commercial relationships are growing as the Cathedral's reputation and networks develop.

Both the “secular” networks and the communities of the diocese increasingly appreciate what a cathedral is and see us as a credible partner.

2.3 RESOURCES

Buildings:

Much has been made of the limited size of the Cathedral building – the second smallest Cathedral for the second largest diocese. But – given that actually it is a remarkably functional building whose size rarely compromises its utility – this is a gift in two ways: first that we have relatively low maintenance costs; and second that the mission and ministry of the Cathedral can never be seen mainly as about the building itself but rather about the networks it represents and holds.

As has often been observed, the building has been spectacularly re-ordered, and the interior very significantly enhanced. But like any historic building, we are now left with much of the less glamorous work, including very significant work on the roofs in the current quinquennium.

The building – and ancillary spaces – remain a positive asset, even if in need of considerable development, and the space itself continues to surprise as a venue for conferences, meetings and dinners; as great worship space; as dance space, hospitality space, exhibition space. Our buildings are a gift rather than burden.

Money:

To better understand the nature and purpose of cathedral funding, a contrast may be helpful. Our neighbouring church of All Saints, Springfield has an income (2015 figures) from congregational giving of £106,000. It pays a parish share to the diocese for the costs of ministry of £115,000. For all the other costs of running a sizeable church they rely on £50,000 of additional income from other sources. All Saints has one stipendiary priest, so their share is paying for one and half priests in poorer parishes.

In contrast, we have an income from congregational giving of £187,000. We pay no direct contribution to the costs of ministry in the diocese. Our total income in 2015 was £1.3 million. That contrast tells us an important story: we are funded in this way precisely because we a cathedral – the national church's free gift to the diocese. We see the same pattern with the core lay staff of the Cathedral: they are funded by a further grant from the national church – again to be a cathedral for a diocese. We fund other operational staff from lettings income and other voluntary income.

SECTION 3

KEY PROJECTS 2016 – 2021

The Chapter at its residential in October 2015 set out to identify a range of key projects to be achieved within the next five years that would work together in developing the Cathedral's mission and ministry in accordance with the vision described above. Alongside this, there are other projects already emerging, and the organic development of the Cathedral and its mission continue day by day. However the following key projects are recognised by the Chapter as having strategic priority in terms of resources and implementation.

1) *Developing the Cathedral's role in spirituality for the Diocese.*

Cathedrals naturally hold the spirituality portfolio in many dioceses. Partly because the Dean holds the diocesan portfolios for spirituality and worship, the Cathedral's role in this work for the diocese is developing organically. The Cathedral's direct relationship with St Peter's, Bradwell is increasingly significant, and a relationship is beginning with the Diocesan Retreat House at Pleshey.

2) *Developing the Cathedral's capacity for Community Chaplaincy.*

The Cathedral has employed a full time youth minister for some years. The demands on that ministry are changing and the current youth ministry base (53a) will be relinquished at the end of the current academic year to provide further space for Diocesan Office staff. The Chapter are exploring a new way forward under the title "community chaplaincy". This will still deliver work with young people at the Cathedral, but with a much wider brief. Community outreach work such as Welcome on Wednesday will fall naturally under Community Chaplaincy, and it includes work already begun at Is Hospice and at the Priory, and also the growing work with Afghan refugee families. Our two interns are both involved in this work, bringing an important degree of capacity to enable the Cathedral to engage in significant and exemplary social outreach.

3) *Developing the Cathedral's schools and education work*

The Chapter recognises that the Education Team – composed entirely of volunteers – works hard delivering school visits to the Cathedral. However there is also a recognition both of the very wide opportunities to develop this work and of the fact that we are the only cathedral with no paid staff dedicated to the work.

4) *Developing the Cathedral's American links.*

The ancient county of Essex (i.e. the whole of the current Diocese of Chelmsford) has a very significant role in the development of the English Puritan tradition and its impact on north American Christianity and indeed the development of democracy in the USA. The Cathedral has a pivotal role in this as Thomas Hooker (1586 – 1647) was ejected from his role as lecturer and curate here and went on to become both a major church leader in New England and founder of the State of Connecticut. He is sometimes called the "founder of American democracy" because one of his sermons had a direct influence on the American constitution.

This history has remained largely unexplored here at the Cathedral, but we recognise its significance both in terms of bilateral links and more significantly in exploring the missiological implications of the Protestant / Puritan roots of Christianity in Essex and therefore for our strategies as a diocese today. We intend to link this to both the European celebrations of the 500th anniversary of the Reformation in 2017 and the marking of the 400th anniversary of the sailing of the Mayflower in 2020. A further part of this project is the curating of the Knightbridge Library in the Cathedral which contains a unique and priceless collection of 16th and 17th printed books from the Protestant / Puritan tradition.

Whilst in part this priority is intended to stimulate visitor interest – both actual and virtual – the research is also intended to make a significant contribution to a better understanding of the challenges and opportunities for the church in Essex and East London today.

5) Developing the Cathedral's art collection.

Chelmsford Cathedral is now nationally recognised as having the best collection of contemporary Christian art among English Cathedrals. It is unique, but remains largely unknown. Working with a range of experts, we are now developing the interpretation of the collection as part of our invitation to visitors to explore the Cathedral and encounter the Christian faith. With the agency *Commission 4 Mission* we are developing the story of the collection, and also working with Essex County Council to create display space for some of their art work.

6) Developing the Cathedral's Infrastructure.

Alongside a range of smaller projects and the recommendations of the 2016 Quinquennial Inspection, the Chapter has identified the replacement of the sound system and the replacement of the lighting system as major infrastructure projects 2016 – 2021. Funding bids are already being developed for what will be major capital costs.

Worship: cultivating the distinctiveness and intentionality of different services and continuing the experiment with alternative patterns of worship on Sunday evenings.

The Appendix lays these priorities out in the form of a table, with goals and objectives, the lead personnel responsible, the overall financial implications and a provisional time line. It also includes a range of goals and objectives around Worship, Communications, Staff & Volunteers and Being Ready.

CONCLUSION

To end where we started – with Jesus' words to his first followers on the first Easter Day:

When it was evening on that day, the first day of the week, and the doors of the house where the disciples had met were locked for fear of the Jews, Jesus came and stood among them and said, 'Peace be with you.' After he said this, he showed them his hands and his side. Then the disciples rejoiced when they saw the Lord. Jesus said to them again, 'Peace be with you. As the Father has sent me, so I send you.'

John 20.19-21

Beyond any strategic planning, this is our core mandate and has demonstrably begun to form the mission and ministry of the Cathedral, its work and values, and where it spends its time and resources over the last 18 months.

This document is – and must remain – both a work in progress and something to which we are held accountable. New projects will certainly develop and priorities will change. Unforeseen events and new opportunities will demand a fresh response.

But the direction of travel is clear. Two years of prayer, reflection and stakeholder discussion has brought us to this point and will continue to support and sustain the process going forward, always open to Spirit sent surprises.

Father, pour out your Spirit upon your people,
and grant us:
a new vision of your glory,
a new experience of your power,
a new faithfulness to your Word,
and a new consecration to your service;
that your love may grow among us,
and your kingdom come:
through Christ our Lord.
Amen.



Cathedral Strategic Plan - PRIORITIES				
Area	Goal and Objective	Responsibility	Finance	Timeline
People	Develop robust training for volunteers	Executive, Andrew Duke, Bobby Harrington	Neutral	In place for roll-out by spring 2017
People	Implementing succession planning for key staff	Executive	Neutral	On going
People	Appoint part time Office Asstistant	Director of Operations	Salary plus on-costs	By May 2016
Governance	Complete restructuring of FAC	Chapter in consultation with CFCE	Neutral	March 2016
Comms and Networks	Develop and implement new Welcome Strategy including rebuilding website and development of Cathedral App	Clare Broome	Dedicated budget line already ring-fenced for Welcome Strategy and website; funding in place for App for 2 years	Begun early 2016 through to mid 2017
Comms and Networks	Involvement in Church plant in Beaulieu Park	Dean		In consultation with Bishop of Bradwell
Money	Develop corporate entertainment offer	Director of Operations, Marion Palmer	Staff time	Through 2016
Worship	Cultivating distinctiveness and intentionality of different services	Worship Advisory Committee	Neutral	WAC meeting in May 2016, experimental period from September 2016
Worship	Develop music group for Sunday 9.30 am Eucharist	Precentor in consultation	Neutral	May 2016
Worship	Experiment with alternative patterns of worship on Sunday evenings	Youth Minister	Neutral	From spring 2016

Area	Goal and Objective	Responsibility	Finance	Timeline
Worship	Complete Liturgical Plan	Dean, Precentor, Master of Choristers	Neutral	By Easter 2016
Being Ready	Develop de-cluttering of Works Committee agenda	Works Committee, Head Verger	Neutral	Related to Liturgical Plan appendix
Being Ready	Complete detailed appendix to Liturgical Plan	Dean, Precentor, Worship Advisory Committee	Neutral	Related to Works Committee agenda
Being Ready	Develop training for staff and volunteers	Dean, Director of Operations	Neutral	On-going
Spirituality for Diocese	Develop range of provision run at both Cathedral and other venues across Diocese	Dean, Vice-Dean	Within existing staff costs	2018
Spirituality for Diocese	Clarify and develop links with Pleshey	Dean, Vice-Dean	Within existing staff costs	On-going
Community Chaplaincy	Re-draft Youth Minister job description	Tim Leeson	With existing staff costs	Spring 2016
Community Chaplaincy	Establish ToFR for Community Chaplaincy	Tim Leeson	Within existing staff costs	Spring 2016
Community Chaplaincy	Plan and deliver closure of 53a and create community chaplaincy base	Tim Leeson	Within existing staff costs	By September 2016
Community Chaplaincy	Formally inaugural project	Tim Leeson	Within existing staff costs	2017
Schools and Education Work	Develop work of team and bring delivery into line with national curriculum	Canon Theologian, Bobby Harrington		2017
Schools and Education Work	Work towards appt of 10 hour a week School Liaison post by 2019	Canon Theologian, Bobby Harrington	Costs of new post	2019
Schools and Education Work	Develop relationship with Diocesan Education Team	Canon Theologian, Bobby Harrington		Autumn 2016

Area	Goal and Objective	Responsibility	Finance	Timeline
American Links	Develop links with both Hartford, Connecticut and Little Baddow where Hooker took up residence after expulsion from Chelmsford	Dean, Canon Theologian, Linda Brown Easton	Initially up to £4,000	2016-2017
American Links	Develop and publicise visitor offer about American links	Dean, Canon Theologian, Linda Brown Easton		2016-2017
American Links	Deliver Reformation themed exhibition and events incl Knightsbridge Library in 2017	Dean, Canon Theologian, Linda Brown Easton		2017
American Links	Deliver Mayflower themed exhibition and events incl Knightsbridge Library in 2020	Dean, Canon Theologian, Linda Brown Easton		2020
American Links	Develop theological reflection on legacy of Protestant/Puritan tradition in Essex and its legacy in Diocese of Chelmsford today	Dean, Canon Theologian, Linda Brown Easton		Begun and on-going
Art Collection	Develop and publicise visitor offer about artwork in Cathedral	Dean, Director of Operations	Initially up to £4,000	2016-2017
Art Collection	Curate and explain collection, incl setting up art trail across Essex and East London	Dean, Director of Operations		2017
Art Collection	Explore commissioning new artefacts	Dean, Director of Operations		2018-2019
Infrastructure	Replace sound system	Director of Operations, Chair of Works Committee	Up to £120,000 initially	2017-2018
Infrastructure	Replace lighting system	Director of Operations, Chair of Works Committee	Awaiting quotations	2017-2018

Area	Goal and Objective	Responsibility	Finance	Timeline
Infrastructure	Install full projection system with screens	Director of Operations, Chair of Works Committee	Contingent on other works	Contingent on other works