

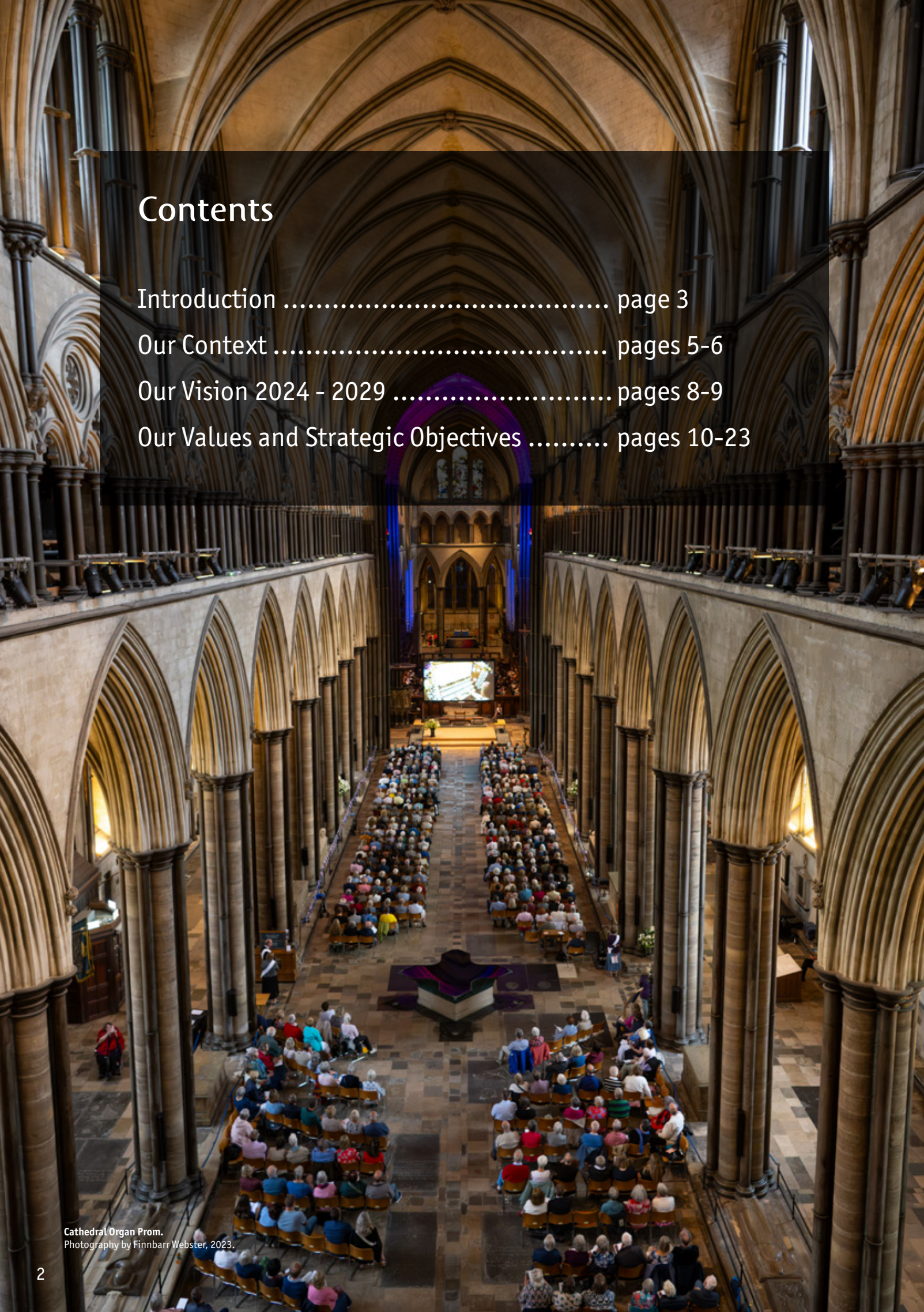


Salisbury  
Cathedral

# Salisbury Cathedral Strategic plan 2024–2029







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Photography by Martin Cook, 2023.

## Introduction

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### Welcome to Salisbury Cathedral’s Strategic Plan 2024-2029

This plan is the product of much discussion within Chapter, the Cathedral’s staff and volunteer body and is shaped by the relationships we have grown locally, and regionally and nationally. Together, we have reviewed our direction of travel, refreshed our vision and our strategic priorities and reflected on the impact of the previous five years, including the global pandemic, on our life and work.

The aim of this plan is to share our vision, values and strategic objectives for Salisbury Cathedral, and to place them within their wider context. We intend that the Strategic Plan will be a reference document both for those involved in managing and running the Cathedral as well as for key stakeholders, including funders and partners. We also intend that the Plan will provide a useful framework for review at the end of the strategic planning period, so that we, and others, can evaluate our progress and our impact.

Thank you for your interest in the life and work of Salisbury Cathedral.



Photography by Finnbar Webster, 2023.

The Very Reverend Nicholas Papadopoulos  
**DEAN OF SALISBURY**





Les Colombes by Michael Pendry.  
Photography by Richard Coombs / Alamy Stock Photo, 2018.

## Our Context

Salisbury Cathedral weathered two major crises during the years of the 2017-2022 Strategic Plan. In 2018, the Novichok nerve agent attacks profoundly affected the lives and health of its victims and their families, tragically resulting in one death. It also affected day to day life for residents and businesses, significantly reducing the number of visitors to the city: visitor numbers to the Cathedral during the summer of 2018 were 20% lower than normal.

The Cathedral played an active role in the community response to the crisis and aimed to provide a sense of continuity, calm, and resilience. This was expressed most profoundly through the Les Colombes exhibition of white doves, by Michael Pendry, and the community engagement project we developed alongside it, which saw origami doves appear in shop, schools, and business windows across the city.



Origami doves in Fisherton Warehouse.  
Photography by Salisbury Cathedral, 2018.



Candles of Hope in the vaccination centre, Salisbury Cathedral.  
Photography by Salisbury Cathedral, 2021.

Our new Dean was installed in September 2018, and 2019 became a year of recovery for Salisbury. The Cathedral fully engaged with local initiatives such as city branding and the development of a cultural strategy for the city. The Cathedral also accelerated its work on plans for marking the 800th anniversary in 2020 of the refounding of the Cathedral at New Sarum, collaborating with partners from local government, business, cultural and community sectors.

The work was, of course, brought to an abrupt halt by the second major crisis - the Covid-19 pandemic - which forced the closure of the Cathedral in March 2020.

Along with many other churches and cathedrals, Salisbury rapidly introduced online opportunities for worship, including live streaming, which sustained and widened our congregation during the darkest of times. Once again, the Cathedral conveyed a sense of hope and resilience when it became a vaccination centre in January 2021, with over 30,000 local people receiving their vaccination in the Cathedral, images of which went around the world. This collaboration with our local NHS remains a partnership of which we are very proud and which we continue to develop and sustain today.



September 2022 saw Salisbury Cathedral respond, as did the rest of the nation and the whole world, to the death of Queen Elizabeth II. Our screening of Her Late Majesty's funeral brought over 700 people to the Cathedral.

While the world, in many ways, feels a very different place since our 2017-22 strategic plan, we enter the coming period in a good position: visitor numbers and income have recovered to pre-pandemic levels, our relationships with local partners have strengthened and deepened, our methods of working together within the organisation are more effective, and our increasingly diverse services and events are well attended. The Cathedrals' Measure (2021) was the first major revision of cathedral governance for over 20 years, requiring registration with the Charity Commission. This was achieved in 2023. Chapter members are now the Trustees of the Cathedral and the sole body corporate.



Hundreds gather ahead of Queens funeral screening at Salisbury Cathedral. Photography by Finnarr Webster, 2022.



A Service of Holy Communion for Her Majesty Queen Elizabeth II. Photography by Finnarr Webster, 2022.



# We advocate liberty, encourage creativity, and seek the eternity revealed in Jesus Christ.

The Dean of Salisbury, the Very Revd Nicholas Papadopoulos, writes:

*'The refoundation of Salisbury Cathedral more than 800 years ago was a bid for liberty. Our forebears moved from Old Sarum, where the King's garrison was a constricting presence, to the freedom of the plain below; they brought with them Magna Carta, the ground-breaking document which sought to check unaccountable royal power. Their move unleashed unrivalled creativity. The new Cathedral was built within four decades, an extraordinary achievement for one generation, whose pioneering example has inspired all who have followed them. All this was for the sake of eternity - the eternity known to Christians as God, revealed in Jesus Christ, to whom worship and prayer are still offered daily.'*

**At Salisbury Cathedral we therefore advocate for all the liberty that our forebears claimed for themselves; we encourage in all the creativity that has characterised this place throughout its history; and we seek, and help all to seek, the eternity revealed in Jesus Christ.**





## Our Values and Strategic Objectives

Staff, volunteers, congregation, visitors, residents of the Close, local people and organisations, partners across the Diocese, region and beyond, should be able to recognise Salisbury Cathedral's vision and values in their interactions with us. These will characterise the implementation of our strategic objectives in the next five years.



Visitors at the Welcome Desk.  
Photography by Tom Gregory, 2021.

### With Boldness, Fairness and Kindness we will:

- Be a place where faith is inspired, nurtured, and discovered.
- Welcome all, build innovative partnerships, and become increasingly diverse.
- Strengthen our financial resilience and work for our long-term sustainability.
- Support and develop our staff and volunteers to enable them to flourish.
- Reduce our carbon consumption and its impact, and take action for justice locally and globally.

Salisbury Cathedral is a place of worship and inspiration. It is a place to be still, to think and to pray, it inspires as it offers a sense of wonder and awe. Its life and work are rich and diverse. Our worship is fundamental to our life. We offer a wide range of activities.

All of this provides opportunities for spiritual encounter to all who come here, whatever the motivation for their visit. As well as being a place of worship and prayer, we are an iconic heritage site, a venue for the arts and culture, a centre for training and work in ancient skills, a place of welcome and hospitality for visitors from across the world and the spiritual heart of the city, and of the Diocese of Salisbury and its Bishop.

**Our aspirations for the next five years are varied and encompass every aspect of our life. We are committed to becoming increasingly diverse, wanting to offer the possibility of encountering God to a wide range of people.**

We will continue to offer hospitality and welcome to our visitors and develop the programme of arts and cultural events for which we have become known. We are committed to reducing our carbon footprint and continuing to improve our environmental sustainability. In this period we want to undertake major projects, caring for our historic property, and realising our ambition to act boldly for justice locally. We value the relationships we have with numerous organisations within the city and our wider life and will continue to develop these.



Ordination of Deacons.  
Photography by Spencer Mulholland, 2023.



The Cathedral's Strategic Plan is distinct from that of the Diocese of Salisbury, but we have much in common, particularly our shared commitment to making Jesus Christ known through worship, prayer and teaching, and to climate justice, challenging injustice, and working for our long-term sustainability.



The inauguration of The Rt Revd Stephen Lake, Bishop of Salisbury.  
Photography by Zach Culpin/BNPS, 2022.



## A place where faith is inspired, nurtured and discovered

Salisbury Cathedral draws people in, whether they are fascinated by the building's history and beauty, or by one of the many services or events offered. We welcome everyone who is exploring, whatever their motivation. We hope that however they come, everyone will encounter something here which causes them to pause and wonder about the eternal.

We want to ensure that people of all ages and backgrounds can worship at the Cathedral. It is our intention to provide forms of worship and pathways into worship which encourage those who are less well represented in our congregations to join us. We are committed to offering the possibility of encounter to a broader range of people, in particular young people, families, and those from different backgrounds who are not currently regular worshippers.

Our musical tradition is strong; however we will further develop the creative potential of music to provide opportunities for spiritual encounter. Through our concert programme we will offer repertoire which inspires and prompts deep reflection.

**Through our music we will present the Christian faith creatively, opening up faith up to all.**



The inauguration of The Rt. Revd Stephen Lake, Bishop of Salisbury. Photography by Zach Culpin/BNPS, 2022.



La Folia music workshop. Photography by Finnbar Webster, 2023.

Our art and cultural programme offers a rich and diverse range of activities. Within the different events and activities, we will seek to incorporate interpretation and activity which supports spiritual enquiry and connects with Christian faith. We will continue to implement our Cathedral interpretation strategy so that our core purpose as a living church, and our building's rich history, are made accessible to a greater range of people and encourage a deeper understanding and appreciation of Christian faith.

With the appointment of a Missioner for Young People based in the Community Engagement team we will develop and broaden our work with young people of all ages. We recognise the challenges that many young people face today and believe that the Cathedral, with its spacious welcome and its low threshold, is well placed to share the faith. We are keen to develop our particular vocation to be a place for debate, Christian formation and learning for all age groups and see particular opportunity for this through our relationship with Sarum College.

The Cathedral is richly served by the heritage skills and expertise of its craftspeople, who enable us to care for, restore and conserve the Cathedral. We will ensure these skills are sustained in order that the Cathedral is preserved for future generations and offers a safe and inspiring place of worship. We will further develop opportunities to share their skills through public-facing and engagement work. We want to make it possible for visitors to experience the Cathedral in creative ways which bring alive its history and the centuries-long tradition of care for the building.

**Our Community Engagement work will be a particular focus for the next five years.**





A conversation on Islam and Christianity.  
Photography by Spencer Mulholland, 2023.



NHS anniversary service.  
Photography by Spencer Mulholland, 2023.

## Welcome all, build innovative partnerships, and increasingly embody diversity

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### Offering welcome and hospitality to everyone who engages with the Cathedral is of the utmost importance to us.

We want the Cathedral to be a place that everyone is able to visit, offering a warm and inclusive welcome. In the next five years we are committed to increasing diversity in all aspects of our life. We know that there is a lot we need to do and can do to engage with different people and under-represented groups. We also value the established relationships we have with existing partners including other organisations within the city, the Cathedral's associated charities, and Salisbury Cathedral School.

We will create opportunities to provide worship which is welcoming to under-represented groups, building on our existing Sunday Family Service. We will also seek to mark particular occasions and seasons during the liturgical year with services that are accessible to those who would not normally worship at the Cathedral. We believe it to be important that people who come to worship see themselves represented among those who lead, and so we will seek to increase diversity in the leadership of worship.

We will explore and foster equality, diversity, and inclusion in our arts and cultural programme to encourage a wider range of voices and perspectives to be heard and seen, and to draw in new visitors including those who might think the Cathedral is not for them. We will continue to ensure that the Cathedral, its spaces and its stories, are effectively interpreted so that everyone can engage with them. We are committed to improving physical access to the Cathedral and public areas of the Close and will make changes in line with the Accessibility Review we commissioned in 2023.

We will strive to increase diversity within all aspects of the Cathedral's life and community. Our focus for the next five years will be on our engagement with young people. A new Missioner and a new Community Engagement Lead will have a remit to strengthen our existing work and develop new opportunities with new partners to meet the needs of young people locally.

We have strong working relationships with many organisations within the city and we are a valuable partner in projects aimed at re-energising the city and what it offers to visitors. We will continue to work with Wiltshire Creative, the Salisbury Museum, Salisbury City Council, Salisbury Business Improvement District, and others. We remain committed to contributing to the implementation of the city's cultural strategy and being involved with the Salisbury Place Partnership. We recognise the particular part we can play in contributing to the local economy and the city's cultural life and heritage.

### We will work to develop a culture that is more inclusive, open, and embracing of diversity.

Our commitment to increasing diversity and improving inclusion incorporates our staff and volunteers. We will progress the aspirations and targets within our Equality, Diversity, and Inclusion Action Plan.



## Strengthen our financial resilience and work for long-term sustainability

**We are committed in the next five years to broadening our income streams and striving to ensure that all our assets support our long-term sustainability.**

This is essential given the experiences we have had in recent years when it was not possible to welcome visitors and the significant shortfall in our income that ensued.

The Cathedral also needs to progress some large projects which have been on hold. These will bring back into use some significant vacant properties in the Close and, in the medium term, will progress priorities explained in the 2017 Master Plan, including our aspirations for the South Side of the Cathedral and also a number of our operational requirements. All of these necessitate significant financial resource, underpinned by strong forward planning, a fund-raising strategy and effective decision-making.

We will endeavour to increase awareness of Christian stewardship and financial support for the Cathedral through an annual giving campaign.

We will review chorister funding and support, to assess how best we can support choristers within ever growing demands and while wanting to recruit new choristers from as wide a background as possible.

**Our music programme will be developed not only to champion artistic creativity and to build new audiences but also to support income generation, both generally and for choristers.**



Visitors meet the masons.  
Photography by Spencer Mulholland, 2022.

The Cathedral's largest stream of income comes from visitors. By investing in our visitor experience we plan to maintain and seek continual improvement in this area. We will revisit our plans for the redevelopment of the South Side of the Cathedral, shelved when Covid hit in 2020. These would encompass a repurposed Works Yard, a Magna Carta display centre, and a Song School.

**We are proud of the events that we offer and their broad appeal, and they also generate valuable revenue.**

We will continue to plan and offer high quality, creative events that appeal to a wide range of people in order to maintain and grow this income stream. We will use management and market research information to inform our decision-making in relation programming for our target audiences.

The Cathedral owns a substantial amount of the freehold property within the Close. Some of the properties are used to provide accommodation for our staff and others are let either on long-term or shorthold assured tenancies. Where possible, we will use the property assets within our portfolio to assist in the diversification of our income and in accordance with the furtherance of our strategic purposes.

The next five years will also focus on the restoration and development of several large properties. The development of the Works Department business plan is a further priority which will support balancing an expansion of commercial activity through more external contracts with the conservation needs within the Cathedral.

Following changes required by the Cathedrals Measure 2021 we will embed new statutory Committees within our organisational life. We will ensure that our financial systems, processes, and policies are robust and fit for purpose, looking for opportunities to improve our effectiveness. Our decision-making and forward planning will be supported by management information and key performance indicators.



Admission of Girl Choristers.  
Photography by Finnbar Webster, 2023.





Dr Anne Dutton, Cathedral Librarian.  
Photography by Zach Culpin, 2022.



Sam Kelly, Head Glazier.  
Photography by Salisbury Cathedral, 2019.



Volunteer Flower Arrangers.  
Photography by Finnbar Webster, 2023.

## Support and develop our staff and volunteers to enable them to flourish

**We value all who work and volunteer at Salisbury Cathedral. Without their commitment, dedication, and enthusiasm the Cathedral would not be the place that it is.**

We will strive to support and develop our staff and volunteers so that they have the potential to flourish during their time with us and beyond. We will work to ensure that the organisational culture is one of openness and fairness, where staff and volunteers understand how they contribute to our aspirations and know what is expected of them.

We recognise that we need to strengthen our staffing in certain areas, ensure succession plans are in place to support organisational resilience, and that staff are empowered and equipped to deliver the Strategic Plan and its stated priorities.

Our staff and volunteers will be mutually respectful, support diversity and committed to best practice in safeguarding. We will make resources available within our annual budget to facilitate training and development.

**We are committed to our staff working together in ways that are positive and collaborative, and which seek to give opportunities for creativity.**

We are committed to paying the Real Living Wage and will undertake a regular review of salary levels for our staff, within any financial constraints that we are having to manage. We will also ensure that we have effective policies and procedures in place for our staff and volunteers.

**Our volunteer body is very important to us, and we will work to ensure that volunteers are supported and heard, and that they understand the Cathedral's priorities.**

In the next five years, we hope to realise our plans to develop the Leaden Hall site so that we can co-locate our office-based staff and provide suitable accommodation. This has been a longstanding aspiration and one which, when achieved, will enable us to work better together and offer an enhanced welcome to those who visit the Cathedral offices.

We will progress our repair and maintenance plans for Close properties. This includes the operational accommodation provided to some Cathedral staff (lay and ordained) for the performance of their duties. We recognise the particular demands that arise with the care and upkeep of historic properties and the challenge of reducing carbon consumption.



## Reduce our carbon consumption and its impact, and take action for justice locally and globally

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The Cathedral will build on the environmental achievements it has made in recent years, notably placing photovoltaic solar panels on the south cloister roof, and achieving Eco Church Gold.

### **We are committed to reducing our carbon consumption, engaging with the local community in caring for the ecology of the Cathedral Close, and taking what action we can to support justice.**

We will therefore continue the work we have already started to source alternative heating for the Cathedral building, and will plan carbon reduction improvements to the properties we are responsible for.

We will continue to raise the importance of caring for God's creation and seeking God's justice in our public worship. This may be in specific services at seasons of the liturgical year, or concerts, or other opportunities that present themselves. We will encourage our congregation to reflect upon the actions they can take which will support environmental priorities and reduce consumption.

We have committed to focus our Arts and Events Programme over the duration of the Strategic Plan on significant issues. This will include the climate crisis and environmental sustainability. We will use this



Educational workshop with a local school group  
Photography by Spencer Mulholland, 2023.

theme creatively in order to promote the imperative of environmental justice for all, using exhibitions and events to support this critical issue that affects our generation. In addition, we will seek to ensure that all our Arts and Events activities are delivered in a sustainable way.

Along with our community we will work to support the ecology and environment of the Cathedral Close, using the expertise of those within our Environment Committee and other partners. We recognise the rich flora and fauna within the Close and our responsibility to sustain these.

### **We are also committed to other issues of justice, including the needs of young people, and will seek partnerships through which we can make a difference.**

We will progress the Church of England's commitment towards achieving net zero carbon. It is a challenging target, towards which we are committed to making significant progress. We will develop plans for low carbon heating of the Cathedral and our own properties, we will establish a scheme within the Cathedral Close to facilitate electric vehicle charging. We also need to create a purpose-built facility for the Cathedral Archives.

We will encourage our staff and volunteers to consider sustainable travel when they come to the Cathedral, providing, where possible, facilities to support sustainable travel. In our governance and finance we will adhere to the Church of England's policy for ethical investment and disinvestment from fossil fuels. Through our suppliers and our contracts we will aim to obtain best value for money and to improve environmental sustainability.

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This Strategic Plan explains the Cathedral's vision and objectives for the next five years, what we want to do and why this matters to us. It will be supplemented by an annual business plan and budget which will focus on particular areas of work each year and progress will be reported in the Cathedral's annual report and accounts.



Visitors with a self-guided map.  
Photography by Tom Gregory, 2021.






Volunteers plant winter pollinators.  
Photography by Becky Twigg, 2023.





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Swing Unlimited Big Band.  
Photography by Salisbury Cathedral 2019.