



SALISBURY CATHEDRAL

FAITH IN
THE FUTURE

OUR VISION

‘FAITH IN THE FUTURE - OUR VISION’ Salisbury Cathedral’s strategy

Salisbury Cathedral has proclaimed the Christian faith, since its consecration nearly 750 years ago. It is a place of prayer and spirituality, an active worshipping community, a source of inspiration for its many visitors, a tranquil haven at the heart of a bustling city. Grounded in tradition, it also strives to innovate and to foster the creative imagination, a sustainable organisation which welcomes all who come here.



Founded on this site in 1220, this magnificent Gothic Cathedral is a living monument in stone, glass and wood to the glory of God, and a testament to the skill of countless craftsmen. Standing at the heart of the city and diocese, it is also an icon for Christians throughout the world. Millions have come as worshippers, pilgrims and tourists to marvel and to be inspired, each taking away their own individual experience of this sacred building.

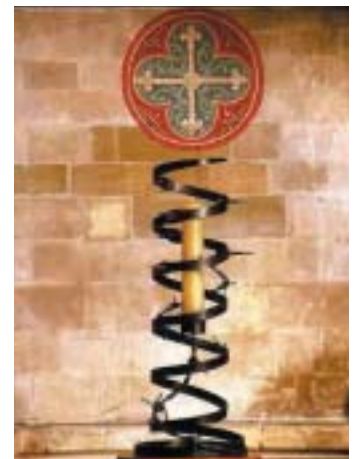


With an annual turnover in excess of £3.5m, a staff of around 100 (many part-time) and 600 volunteers, the Cathedral also has to be a professionally run organisation. It caters for the needs of some 500,000 visitors each year and holds over 1200 services. It has to be financially self sufficient.



Successive generations have made their contributions to the building, its environment and its work. As stewards for our time we want to pass on the inheritance of a cathedral that is in good repair and home to a vibrant Christian community with a clear purpose and vision.

Whilst conscious of our traditions, we are looking afresh at our direction, our goals and the resources with which we need to achieve these. With the Cathedral community and in consultation with other interested bodies we have begun to shape our future. ‘Faith in the Future - Our Vision’ shares this vision and the challenges which lie ahead.



The Very Revd June Osborne
Dean of Salisbury

Why do we need a strategy?



Successful organisations must look ahead and be ready to meet change. Cathedrals are expected to balance modern business methods with a deep sense of moral purpose based on Christian tradition and a commitment to daily worship. Salisbury Cathedral has responded to challenge over the centuries and has a tradition of innovation – for example it was the first cathedral to set up a girls’ choir. ‘Faith in the Future - Our Vision’ is the framework within which Salisbury Cathedral can work for continuing growth and development. It does not lay down the detail, but sets the context and identifies our key objectives. Only by planning for sustainable development will we guarantee effective stewardship of the Cathedral without compromising the options for future generations. We are committed to pursuing the principles of diversity, equality and accessibility for all.

‘Faith in the Future - Our Vision’ sets out our aspirations and objectives up to 2015 - the projected completion date of the Major Repair Programme and the 800th anniversary of Magna Carta. It also recognises that a longer-term approach is essential to securing the necessary finance and thus for confident planning. It assumes a co-ordinated approach to the development of the Cathedral and the Close, underpinned by our relationships with the Diocese and the City.



Bringing reality to our vision

Building on work done in a previous review on the Magna Carta project, we have looked again at our long term vision, core values and purpose, under the leadership of our Dean, the Very Revd June Osborne. As we developed our thinking, we referred to the Cathedral community, the Diocese and the City to consult and revise our ideas. Our aim is to go forward together as we embark on the next chapter in the history of the Cathedral.



worship

Our values and ministry

Our ministry is rooted in our encounter with God, engagement with his Word in scripture, our common life and our response to God's call to follow him. Like St Osmund, founder of the first cathedral at Old Sarum in the 11th Century, we willingly commit ourselves to a ministry of worship, hospitality, education, community and reconciliation, believing these to be as relevant and important today as they were 900 years ago.

Why is the Cathedral here?

Based on our values, our purpose is represented in our Mission Statement:

Salisbury Cathedral exists to make real the glory and presence of God in the world.

Our practical commitments are to:

- live out the teachings of Jesus Christ in today's world
- celebrate the presence of God through worship, music and art
- promote learning, personal development and spiritual growth
- offer a warm welcome to all who come to the Cathedral
- challenge injustice at home and abroad and foster reconciliation
- strengthen church and community life in the diocese



hospitality



community



reconciliation



education

'Faith in the Future - Our Vision' sets out our vision for realising these undertakings

Faith in the Future - our objectives:

BUILDING A MORE DIVERSE CONGREGATION WHILST ENHANCING OUR MUSIC AND LITURGY

Salisbury Cathedral bases its common life on a spiritual rhythm of the daily Office and Eucharist. The offering of worship in the liturgy and its music remains at the heart of our ministry. Building on this tradition, we seek to extend this ministry in relevant and innovative ways and so build up a more diverse congregation.



The Cathedral is itself a great artistic achievement. We will be a patron of the arts encouraging the creative imagination, providing challenges and inspiration, looking for ways in which to restate the Christian claim in bold new ways that strike a chord in the contemporary world.



CREATING OPPORTUNITIES TO PROMOTE DISCOVERY, LEARNING AND EDUCATION

Our aim is to create an environment in which our staff, volunteers and congregation grow and flourish and through which all who come to the Cathedral can encounter God. Personal discovery and learning are key to ensuring that visitors of all ages go away enthused and excited by their visit.



We look to expand our educational facilities and to provide new opportunities for all ages across a broad spectrum of interests.

WELCOMING MORE VISITORS AND ENHANCING THE VISITOR EXPERIENCE

Tourism makes an important contribution to the Cathedral and the local economy. We will be professional in our approach and offer the warmest of welcomes to all our visitors. We will encourage visitors to experience the sacred space of the Cathedral and to appreciate its beauty, its architecture and its history. We will seek to increase the number of visitors, developing new, stimulating interpretative opportunities for both the Cathedral and Magna Carta alongside accessible, improved shop, restaurant and visitor facilities appropriate to one of Britain's leading heritage attractions.





CHAMPIONING SOCIAL JUSTICE AND PROMOTING RECONCILIATION

Throughout its life the Cathedral has provided a home for what is now the best preserved of only four surviving original Magna Carta manuscripts (AD 1215). Our custody of this historic document, linked to our Christian values, inspires us to engage in the debate on social justice and responsibility at home and abroad, to promote reconciliation and to commit resources to these causes, developing our established links with Latvia and the Sudan.



WORKING WITH THE WIDER DIOCESE AND EXTERNAL ORGANISATIONS



The Cathedral is the Mother Church of the Diocese of Salisbury, the seat of the Bishop and a focal point for major services. While we look forward to welcoming people to the Cathedral, we also want to engage with congregations in the parishes, to offer our expertise and to contribute wherever we can to their life.

We will also seek to build constructive partnerships with the many local and national organisations (including the various statutory bodies) with which we have shared interests.

CREATING THE RIGHT PHYSICAL ENVIRONMENT

We are stewards of one of Britain's most iconic buildings and its historic Close. The completion of the Major Repair Programme remains our highest priority. We hope to install a font at the West End, a Nave Altar at the Spire Crossing, and to provide a better area for private prayer. We also need to identify storage space for our equipment and staging, as well as providing better facilities for visitors, our congregation, staff and volunteers.

The Close, immortalised in paintings by Constable and Turner, is outstanding in its own right. We seek to conserve this historic environment, to work in partnership with the other visitor attractions and schools in the Close, and the District Council to minimise traffic. A key aim is to improve public access to the area to the south of the Cathedral currently occupied by the Works Department.



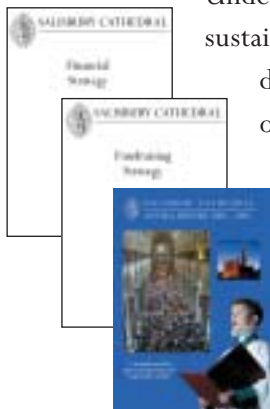
WORKING HONESTLY AND OPENLY TOGETHER

Mutual trust and respect are the basis for all successful working relationships. We undertake to work in an honest and transparent way with our staff, volunteers and partners, clarifying the roles and responsibilities and ensuring a safe work environment. We are committed to value individuals, to continue to improve our internal communications and to ensure that our practice matches our Christian ethos.



SECURING OUR FINANCIAL FUTURE

Underpinning all our aspirations is the need for financial sustainability and security. We are committed to financial discipline, a long term programme of specific, achievable objectives linked to a co-ordinated fundraising strategy which will provide the capital to carry them through. We have accepted the challenge to develop new income streams consistent with the Cathedral's ethics. The Cathedral values its charitable status and the financial independence it has achieved. We will not be asking the parishes within the diocese to underwrite or finance our future plans.



Faith in the Future - a new chapter

As we approach the 750th anniversary of the consecration of the Cathedral Faith in the Future opens a new chapter, providing the strategic framework and our vision for the future. The next step will be to determine how we turn our aspirations into an integrated, fully costed and prioritised programme. This holistic approach, which sets all our work within the framework of Faith in the Future is fundamental to our future success.



One of the key elements is 'Faith in the Future - our Master Plan' which will address the physical changes we need to make, covering aspects such as upgrading our facilities for education and visitors; reordering ways in which the building is used; and continuing to improve the Close environment, particularly through better traffic management.

We look forward to continued consultation with our many stakeholders over the coming months as we develop our formal strategic programme.

FAITH IN THE FUTURE

Building a more diverse congregation



Extending learning



Improving the visitor experience



Championing social justice



Developing partnerships



Conserving and improving our physical environment



Promoting best working practices



Securing financial sustainability

HOW CAN YOU HELP?

Faith in the Future is a challenging agenda. The journey will be exhilarating and we are keen to share the experience, confident that we can ensure that the Cathedral and Close will meet the requirements of the 21st Century. We look forward to your support for the principles on which this strategy is based, as well as your prayers.

FOR FURTHER INFORMATION CONTACT:

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