

# PORTSMOUTH CATHEDRAL

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Dean of Portsmouth

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## Consultation on a new Cathedral strategy

I am pleased to be able to publish a draft strategy and vision document for the Cathedral, as we move into the 2020s and our 2027 centenary comes into view. Chapter has been working on identifying six strategic objectives, and is now keen to consult on a draft version of these. We are holding a number of consultations, and invite as many people as possible to attend, as the new strategy will shape the life and work of the Cathedral in the coming years.

The consultation document has the following sections:

1. Purpose statement
2. Strategic objectives
3. Reviewing and measuring progress
4. Values

As you will see, some of these sections are more fully developed than others.

I commend this document to you, and invite you to attend a consultation meeting. Members of the Cathedral community are welcome on either Tuesday 10 March at 7.00pm, or Sunday 15 March beginning as close to 12noon as is possible after the 10.30am Sung Eucharist. Both meetings will be in Becket Hall, and will last no more than an hour.

You can also write to me directly, or send e-mail comments (putting 'Strategy Consultation' in the subject line) to [dean@portsmouthcathedral.org.uk](mailto:dean@portsmouthcathedral.org.uk) It would be helpful if written comments were received no later than Friday 3 April.

With my thanks, prayers and best wishes  
Anthony



## **‘The Cathedral of the Sea’**

### *Purpose:*

A short, clear ‘purpose statement’ has so far proved harder to write than the six strategic objectives that make up the bulk of this document. We are hoping that further reflection on this, and the consultation process itself, will result in an emerging consensus on what the phrase/sentence should be. Here are some examples of phrases and sentences that indicate the ‘direction of travel’ so far:

- **‘Inspired by Jesus Christ, working to inspire and serve others’**
- **‘The greatest possible radiance in the world, from the closest possible following of Christ’ [the theological motto of Hans Urs von Balthasar]**
- **‘A beacon of vitality’ [could we draw on sea and coastal imagery such ‘beacon’, ‘safe harbour, etc?]**
- **‘Encountering God in worship, welcome and witness’**

### *Strategic objectives:*

The objectives below are in no particular order. Inevitably there are some overlaps between them. There are also ‘threads’ that will run through several or all objectives, such as environmental concerns, social responsibility and community.

#### **1. Worship and music**

Our worship is offered to God on behalf of the whole community, and serves the needs of many individuals, groups and organisations. With excellence in music, imaginative use of space, nurturing the gifts of children and using the rich resources of liturgy – both traditional and contemporary – the worship at Portsmouth Cathedral will continue to draw people to God, reflect the beauty of Christ and invite all-comers to a deeper experience of the sublime.

#### **2. Financial sustainability**

Building a financially sustainable Cathedral with the resources to offer inspiring worship, learning, community, external engagement and social justice. We will carefully manage our finances, embed a culture of learning and feedback in all our activities, while taking hold of opportunities to grow income innovatively and ethically.

#### **3. Growing and Learning**

We want to grow in faith, in learning, and in participation, enabling encounter with the living God for all ages through education, nurture, and the arts. We seek to be bold and inclusive in nourishing the existing cathedral community, drawing new people into it, inspiring visitors through creative engagement and learning from those with whom we engage.

#### **4. Diocese and Community**

We seek to resource and build up the overlapping communities the Cathedral serves, from our own parish and worshipping community, to the parishes of the diocese, to our visitors and pilgrims. We will work with our bishop and diocesan colleagues to increase our relevance to all who worship within the diocese. We will enable visitors and pilgrims to experience more than they expected, whether spiritually, emotionally or intellectually.

#### **5. Building, Heritage and Treasures**

Conserving and harnessing the potential of our buildings and landscape. We will ensure the preservation and development of buildings entrusted to our care while maximising the use of these assets to improve income streams and to engage wider audiences with the life and work of the Cathedral.

#### **6. Partnership and Engagement**

We want to be an outward-looking community, working to identify and overcome barriers to participation. We want to enable all people to engage with the Cathedral and its significance, including its spiritual life, in ways appropriate to them, and to develop mutually beneficial partnerships. We will build a culture of social responsibility, making a difference to those in need, and contribute to the common good of the City of Portsmouth and beyond.

#### *Reviewing and measuring progress*

In order to achieve these objectives, we need to identify how to review and measure progress. 'Key performance indicators' and projects associated with each of the six Strategic Objectives are in an early stage of development. We hope that the consultation process will assist us in further developing these, as they will be crucial in ensuring the delivery of the strategy.

#### *Values*

We have not sought to identify a set of Cathedral 'values', and it may be that we could simply adopt the values underpinning the diocesan strategy. These invite the parishes of the diocese to consider what it means in their context to be:

- **Courageous**
- **Pioneering**
- **Resourceful**
- **Generous**
- **Collaborative**