

**WAGOLs (What a good one looks like)**  
**To accompany the Chester Cathedral Strategic Plan 2018-2023**

**Discovery, Encounter and Faith**

**Chester Cathedral will follow Christ through discovery, encounter and faith**

- The Cathedral is sufficiently present in the local community for it to intrigue and invite people of all backgrounds to discover what it is about and it contains.
- The church building and plant are open and porous with ease of access.
- The journey inside is one that invites further discovery at every step.
- Every member of the Cathedral community has the opportunity to develop their God given gifts to their best potential, many seeing this as an expression of their discipleship.
- There are opportunities for encounter with members of the cathedral community. These are encounters that are friendly, open and responsive and meet consistently good safeguarding standards.
- Encounter is with people as individuals and as groups and in gatherings together. People are met on their own terms without the challenge to conform. Encounters are always invitational in nature. This will include invitation into worship gatherings throughout the day.
- Faith is owned and respected at every level. It is not a prerequisite for discovery or encounter, but is always an offer.
- Those who seek to make enquiry about faith should find easy response.
- The cathedral offers both formal and traditional means by which faith can be expressed, developed and declared, as well as informal and non-traditional means.

**Revitalise Heritage**

- Historic Fabric is well maintained, in good partnership with the Cathedral architect and in consultation with FAC and CFCE.
- The Cathedral plant is easily accessed and draws people in to experience a WOW factor as they enter the Nave and Quire.
- The buildings are safe, secure, adequately heated, and provide modern facilities for all users including 'fit for purpose' toilet and changing facilities (e.g. baby changing and 'Changing Places' toilets).
- There is good storage for furniture and equipment so that the church is uncluttered.
- Heritage is understood as something that continues to live and develop with today's church as custodians of the buildings laying down heritage for future generations.
- Worship is offered afresh for the present generation in continuity with that of previous centuries.
- The church is used well for worship, liturgy and spiritual activity that serve the local community in relevant and faith-full ways.
- The building is equipped with the infrastructure required for a wide range of events including theatrical productions (furniture, power, lighting, sound, IT/AV) required to cater for contemporary needs and expectations, that bring spiritual heritage to life in relevant ways.
- There is good and clear signage and interpretation of the historic fabric that makes connections with the life of the contemporary church.

## **Share the Story**

- The place of Chester Cathedral is well signposted across the city of Chester and its offer is well understood amongst all those who support visitors in the city.
- Approach to the Cathedral from outside is open and clear.
- Inside the building orientation is as intuitive as possible and well signposted.
- There are many opportunities for interpretation and making connections between life as it was in times past and life as it is now.
- Schools and educational institutions find the Cathedral accessible and an attractive well resourced learning space.
- Good use is made of IT for signage and interpretation, including QR codes, mobile phone and tablet tour apps, audio, webpages, and fixed interactive information points.
- The Cathedral Guides and Welcome Team have good and well-rehearsed scripts that enable them to welcome visitors in a comfortable manner, provide the information that visitors need and answer questions well.
- A number of clear visitor routes around the cathedral are offered including routes that draw people into the spiritual purpose of the building and offer invitation into the life of today's church.
- There is effective communication of both the Christian faith and the historical heritage of the building to children and young people through congregation activities and education outreach.

## **Improve Participation and Partnership**

- Chester Cathedral offers the opportunity for people of all backgrounds to experience and regularly enter into the traditional English choral and Eucharistic worship traditions that have formed the Cathedral over many years.
- The worship offer of the Cathedral is further broadened to represent the diverse traditions of churches across the Diocese. This may include more meditative and reflective opportunities for worship in contemporary cultural modes, services of praise and thanksgiving led by a worship band, liquid worship, youth worship, café church, etc.
- The Cathedral is a place of both excellence and exemplary worship offering space and resources to host large scale special services and those for local civic affairs.
- The congregations are growing, not just through attractational means but also through the intentional witness and invitations of increasingly articulate members.
- The doors of the church are always as open as the weather allows when worship takes place. People are welcomed to attend whether they simply snack or stay for the whole meal.
- There is good provision for people who have additional needs or disabilities.
- Visitors are warmly welcomed by sidespeople and congregation and are encouraged to join in worship by sharing the, beauty and holiness of the service with its liturgy and music.
- Congregations are not anxious about the curiosity of those who visit the Cathedral, whether or not they were expecting worship when they came.
- Worship is not just limited to the Nave, the Quire and the Lady Chapel.
- There is openness to worship in a range of configurations and seating patterns throughout the year.
- Worship is rich and makes deep connections with the reality of people's lives contributing to a sense of the relevance of the building in the city.
- Participation is not just limited to worship but extends to the people of God offering loving service across the city and county.
- The musical talents of young choristers are nurtured, and they are encouraged in their personal spirituality.

- The Cathedral does not see itself as an isolated institution but cultivates partnerships and works co-operatively with allies and other groups across the City and region.
- The cathedral is able to convene partner groups and members of the public to consider matters of concern and controversy in premises that are non-partisan and open.

### **Increase Resources Responsibly**

- The Cathedral's shop, refectory, estate and falconry all make vital contributions to the purpose, reputation and finances of the Cathedral.
- The Refectory and Shop are as comfortable, bright and lively as any other in the city centre.
- The estate is a place of beauty and a great place to be and live.
- The falconry centre helps create a sense of awe and wonder about the beauty of creation and challenges people to care for the environment.
- All four of these businesses adopt high environmental standards and high fair trade standards.
- The Cathedral enterprises establish a unique selling point (USP) among our direct competitors that is well integrated with the values and mission of the Cathedral.
- The USP is a factor in the appreciation that visitors have of the Cathedral's enterprises and is a factor in their growth rather than a detraction from their commercial development.
- Quality and margins are carefully managed and significant profit is made to support the wider mission of the cathedral.
- Staff are happy and able to interpret well to visitors the cathedral setting in which they work.
- There is an entrepreneurial spirit held by these businesses that encourages further entrepreneurialship within the Cathedral community.
- The costs associated with the cathedral's mission are well targeted and well controlled, clear budgets are produced on a timely basis and managers are able to work within those budgets and develop their own areas.
- The Chapter, as governing body, receives reports that enable it to have a clear understanding of what is happening and to respond appropriately.

### **Support Bishop, Diocese and Christian Community**

- The local church regards Chester Cathedral as a go to place whenever it needs to gather.
- The experience of churches and church members visiting the cathedral for worship and events is that it resonates with their understanding of church and faith.
- The Bishop understands and works with the Cathedral as his/her church and is able to use it to gather people both for worship and for teaching.
- Whilst the Cathedral is seen as a go to place for churches in the Diocese it serves, the Cathedral's clergy and leaders are also ready to go to places across the Diocese. Their presence is welcomed and their contribution valued.
- There is sufficient stakeholder engagement across the diocesan area for people to be able to contribute to helping the Cathedral set its direction and understand how it can serve the community well.
- The Dean makes valued contribution to the Bishop's Staff Meeting and there is good accountability of the Cathedral to diocesan structures. The Residential Canons enthusiastically make good contributions to Diocesan bodies in their own fields.

### **Encourage Holy Encounter**

- Visitors to the Cathedral discover much more than beautiful and inspirational heritage.
- The building and interpretation of the building draw them in to wonder at the inspiration of those who built and created what is here.
- There is space and quiet to sit, reflect and pray in the building.
- There are opportunities that are easily accessible for people to make spiritual response through worship, gazing at an icon, lighting a candle, writing a prayer for instance.
- Guides and the welcome team are sufficiently trained and confident to encourage spiritual responses that people may want to make and sufficiently sensitive to allow space for this.
- Identified chaplains find good opportunities to have significant conversations with visitors.
- Nobody feels pressed or directed to make any other response than that which their own spirit leads them to.
- The cathedral becomes a place that people who live and work around the city increasingly and regularly use for prayer and reflection outside of the bustle and pressure of commerce and life.
- The cathedral provides a child friendly space to nurture and encourage children on their spiritual journey.
- Within the Cathedral regular congregations there is a focus on growth, spiritual development and pastoral care; resourcing them to live more fulfilled lives.

### **Nurture a Healthy Organisational Culture**

- Chester Cathedral is a place where everybody who comes to work feels happy and fulfilled whether employed or as a volunteer.
- The Cathedral is a safe place for children and vulnerable adults with well embedded safeguarding policies and procedures that are understood and implemented by a well-trained work force and volunteer base.
- All staff and volunteers are sensitive to the needs of visitors in distress and know what they can do to help.
- Pastoral care is reliable, easily accepted, well boundaried and professional.
- All feel respected and are in good relationship with leaders and peers with good HR support.
- There is good clarity of expectations and every member of the community knows how they can best make the contribution that they are here to offer.
- There are learning and developmental opportunities for staff and volunteers alike.
- There are good sources of advice and developmental paths, particularly for those whose Christian vocation has drawn them to volunteer here as they seek further how they may be of service to God.
- An understanding of the cathedral as a place of holiness and faith is valued and appreciated.
- New staff joining the cathedral are given an induction into what the Christian faith means and how it is practiced here.
- The Cathedral's values are well articulated and lived out. Everybody can see in the strategic plan the contribution that they are making to the big picture.
- Nobody is regarded as less than another and the voice of people from every perspective is listened to, valued and taken into account.
- Every member of the Cathedral community is rewarded in an appropriate way for the work and expertise that they offer.
- There is very little leave of absence due to ill health and the stresses that work imposes on people is well understood and each and every person is well supported.
- All physical aspects of the working environment are well considered, and people are comfortable in their work. Nobody is asked to do anything beyond their comfort and capability.