



DURHAM
CATHEDRAL



RESIDENTIARY CANON & CANON CHANCELLOR

Candidate Information Pack

January 2018

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Thank you for your interest in the role of **Residentiary Canon and Canon Chancellor** at Durham Cathedral.

The Bishop and Chapter are embarking on the next stage of our development and are looking for an influential and inspirational Canon Chancellor, in succession to Canon Rosalind Brown who is retiring in the summer following her distinguished service to Durham Cathedral and the wider church. We are seeking a colleague who is passionate about our core purpose and is committed to enabling the whole Cathedral community to live our values, deliver our strategic objectives and fulfil our vision.

Being a key member of our team of nearly one thousand clergy, staff, volunteers and business partners, you will have the opportunity to work in the environment of one of the truly great buildings of Europe. Set majestically on a rocky promontory next to the Castle with the medieval city below and the River Wear sweeping round, Durham Cathedral is part of the Durham UNESCO World Heritage Site.

Here is what we believe about our identity down the centuries and today, and how we – as the Cathedral's living community – understand our role as its guardians:

Durham Cathedral is a Christian Church of the Anglican Communion, the shrine of St Cuthbert, the seat of the Bishop of Durham and a focus of pilgrimage and spirituality in North East England.

We inhabit a treasured sacred space set in the natural and human landscape of the World Heritage Site.

And this is the heart of our purpose:

To worship God, share the gospel of Jesus Christ, welcome all who come, celebrate and pass on our rich Christian heritage, and discover our place in God's creation.

This is not only a special opportunity to be part of the Cathedral community, but a rare privilege to be able to contribute to shaping and leading the future growth and impact of Durham Cathedral by sharing the love of God in Jesus Christ. We invite you to explore the treasures of Durham Cathedral, and we hope that you will be captivated by this holy and beautiful place and what it stands for.

Please take a look at our website (www.durhamcathedral.co.uk) which I hope whets your appetite. If it does, we very much look forward to hearing from you.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'A Tremlett', with a stylized flourish at the end.

**The Very Reverend Andrew Tremlett,
Dean of Durham**

Diocese of Durham

The histories of both the Diocese and Cathedral of Durham are inextricably linked with the story of the origins of Christianity in the North East of England and of Holy Island, Lindisfarne, where the bishopric was created in 635. Following Viking incursions, the See was removed from Lindisfarne in 875 and translated to Chester-le-Street in 882, together with the body of St Cuthbert and the Northumbrian Anglo-Saxon Treasures (including the Lindisfarne Gospels and the Treasures of St Cuthbert). After a brief sojourn in Ripon, the See and Shrine of St Cuthbert found their final resting-place in Durham in 995.

Uniquely in England, the Norman kings recognised the remoteness of Northumbria and its strategic importance in relation to Scotland, and gave political, military and taxation rights to the 'Prince Bishops' of Durham, creating the Palatinate. These rights were finally dissolved in 1836.

Today, the Diocese covers the area of historic County Durham, 'From the Tyne to the Tees, from the Dales

to the Sea', but continues a close working relationship with the Diocese of Newcastle (the other half of the ancient See). The contemporary diocese ([map](#)) includes the metropolitan boroughs of Tyne and Wear south of the River Tyne (South Tyneside, Gateshead and the City of Sunderland); the towns of Darlington, Stockton-on-Tees and Hartlepool; together with the rural areas of Teesdale and Weardale, large parts of which are located in the [North Pennines Area of Outstanding Natural Beauty](#).

The Bishop of Durham, The Rt. Revd. Paul Butler, has led the diocese since 2014, developing a clear vision for growth within some of the most challenging communities in the country. The key priorities of growing churches, of supporting children & young people, and of tackling poverty, are underpinned by innovative training in Missional Leadership and a determination to work towards financial sustainability. These priorities are set out on the 'Plan on a page 2017' ([Appendix 1](#)) with the diocesan vision of '*blessing our communities in Jesus' name for the transformation of us all*'.





Durham Cathedral

Durham means a Cathedral, a Castle, a City and a University. In *The Buildings of England: County Durham*, the celebrated historian Sir Nikolaus Pevsner describes it as 'one of the great architectural experiences of Europe' or more recently, as the renowned author Bill Bryson puts it, 'the best Cathedral on planet earth'. The development of the medieval city and the founding of the University in 1832 owe everything to the increasingly powerful Benedictine community of monks established on the peninsula in 1083, shortly after the Norman Conquest. It was they who built the Cathedral as a shrine for St Cuthbert to replace the original 'White Church' and later 'Great Church' of the Anglo-Saxon monks.

Durham Cathedral is admired across the world for its outstanding architecture and beautiful landscape setting, often cited as the finest Romanesque church in Europe. The celebrated vista of the Castle and Cathedral set high on a wooded peninsula is as unforgettable as the matchless interior of this wonderful building. It is not surprising that the Durham World Heritage Site was one of the first in the UK to be inscribed by UNESCO in 1986.

It is not only heritage and landscape that touches so many people. There are few places in England that are more imbued with the spirit of the saints, in Durham's case the holy men and women of the Anglo-Saxon

North. St Cuthbert's Shrine is the spiritual heart of the Cathedral. The faith of this humble man of God is an example of what we aspire to do and to be as a Christian community. The tomb of the Venerable Bede, situated in the Galilee Chapel, is of equal importance, commemorating 'the father of English History' and renowned theologian, poet, scientist and biographer.

As a Cathedral for the world of today, we are building upon major development projects, designed to enhance the quality of our welcome. 'Open Treasure', a world-class exhibition experience revealing the story of Durham Cathedral, with interactive exhibits for visitors of all ages and a rolling exhibition programme, seeks to do justice to the Cathedral's incomparable collections of manuscripts, books, and historic artefacts, including three copies of the Magna Carta. Within Open Treasure, the precious Treasures of St Cuthbert are displayed in the Great Kitchen, including his seventh-century coffin. The exhibition is complemented by our new shop and recently-refurbished restaurant in the Cathedral's Undercroft. Our rolling programme of events includes the biennial Lumiere festival (featured recently in Songs of Praise) where the Cathedral plays a central role. Our programme of investment in the fabric of the Cathedral will see the completion of the renovated Belfry Tower, as well as new lobbies within the church, over the next 12 months.

Cathedral Governance

While the Cathedral Council provides general oversight and advice, it is the Chapter, consisting of the Dean, up to five Ordained and four Lay members, which is legally the Cathedral's governing body. Similar to a Board of Trustees, it is the Chapter that provides strategic leadership and direction, decision-making and scrutiny. The College of Canons is the third element of Cathedral Governance, providing a vital link with the Diocese of Durham and with key ecumenical partners.

The Dean, who is appointed by the Crown, is the head of the Cathedral Foundation and chairman of the Chapter, and on its behalf directs the life and mission of the Cathedral as well as being its public face in the wider community of the city, diocese and region.

The five canons residentiary are appointed by the Bishop, two of whom ('Commissioners Canons') hold full-time responsibilities at the Cathedral. There are currently three Lay Members of the Chapter, also appointed Lay Canons by the Bishop, who carry full governance responsibility.

In the mid-term (2018-2020), changes in the diocesan structure (primarily, the suspension of the Archdeacon of Durham post) will drive a reorganisation of the Residentiary Canon posts at the Cathedral. It is anticipated that a third full-time Residentiary Canon ('Canon Pastor') will be appointed in due course, who

would have responsibility for some of the portfolio of the Canon Chancellor role. While the advertised post includes the totality of these responsibilities, flexibility will be required both in managing the current portfolio and then in adapting as & when a new colleague is appointed.

Day to day responsibility for the Cathedral's life is devolved to a number of committees, some of which are required by the Cathedral statutes or by national legislation ([The Cathedrals Measure 1999](#)). Some are statutory independent bodies, such as the Fabric Advisory Committee that has a planning role in relation to the Cathedral, and the Finance Committee that oversees financial and investment strategy. The Chapter Clerk and Chief Operating Officer is the senior administrator in the Cathedral and is responsible to the Chapter for administrative support and functionality, and for matters of statutory compliance across the Cathedral's operation. The Dean, Commissioners' Canons and Chapter Clerk meet weekly to progress operational matters (D4). The Cathedral's governance structure is set out in [Appendix 2](#).

The Cathedrals' Working Group (appointed by the Archbishops) is currently reviewing the governance and operations of all Cathedrals, and will be reporting in the course of 2018. It is likely that significant changes will be recommended, though this will be subject to Synodical process.



Cathedral Values

Our Values run through everything that we do. They govern our behaviour and guide us in recognising how we fulfil our vocation as a Cathedral.

Our Values highlight the necessity of working in ways that are motivated by wisdom, responsibility, ethics, and above all, the Christian faith which it is our purpose to proclaim and live out. They reflect the qualities we believe are essential to our life and work as a 21st-century cathedral. In all things, we are inspired, motivated and challenged by the Christian faith and the values of the Gospel.

Our Values are:

SPIRITUALITY

We recognise and respond to God's presence in our world and among us, practising a reflective approach to what we do.

RESPECT

We recognise the image of God in all human beings, honour their dignity and treat them with courtesy.

JUSTICE

We deal fairly in our personal and collective behaviours, work to the highest ethical standards, and are honest in our speech and behaviour. We think, speak and act with integrity, are professional in our conduct, and are publicly accountable for our actions.

COLLABORATION

We are a community founded on trust that prizes team working and builds partnerships that contribute to the common good.

SUSTAINABILITY

We are business-like in our corporate life and prudent in our stewardship of resources. We pursue the sustainability of our operations and.

WELCOME

We are welcoming and hospitable to all. We show Christian love and care to our guests and who need our help.

ASPIRATION

We are an outward-facing Cathedral that reaches for the future with energy and courage, and reaches out to our communities in the hope of personal and social transformation.



Strategic Plan 2018-2020

The Cathedral has not only a rich and breath-taking past, but also an exciting future.

Following a year-long process of collaboration between Chapter and Heads of Department, as well as consultation with key partners, we have recently published a Strategic Plan for 2018-2020.

The vision for the next chapter of the Cathedral's life is:

Following the example of Saints Cuthbert and Bede, we share our faith and heritage globally and empower people to transform the communities in which we live and serve.

To help us to make progress towards this long-term vision, we have agreed a number of strategic goals in the coming three years:

1. ENRICH:

To draw more people into enriching and imaginative encounters with the Cathedral and the Christian faith.

2. CONSERVE:

To care for, develop, and improve access to our buildings, collections and environment.

3. PROMOTE:

Through our work, and in partnership with others, to promote excellence in the North East and be a force for good in our region.

4. TRANSFORM:

To put the development of people at the heart of everything we do so as to transform our communities.

5. SUSTAIN:

To achieve greater financial sustainability.

Each of these goals is designed to be cross-departmental and is further detailed in objectives you will find in the full plan ([Appendix 3](#)).



Residentiary Canon and Canon Chancellor

The Bishop of Durham, advised by the Chapter of Durham Cathedral, is seeking to appoint a Residentiary Canon and Canon Chancellor with energy, resilience and a public-facing outlook. This is a senior post and the appointee will be expected to have a proven theological, strategic and leadership capability.

As a Residentiary Canon and Member of the Chapter, the Canon Chancellor carries out duties in support of the Mission of Durham Cathedral which include:

- Trustee responsibility for the **governance** of the Cathedral through Chapter (strategic)
- **Leadership** and managerial responsibility (executive)
- **Canon-in-Residence** duties and full involvement in the liturgical life of the Cathedral

1. Governance

First and foremost, members of Chapter play a vital and strategic role in the corporate governance of the Cathedral. For a Residentiary Canon who also holds executive responsibility (as the Canon Chancellor does), this means a commitment to collective decision-making and corporate values, over and above their particular areas of concern.

As a framework for governance, the Charity Commission provides guidance (CC3 – The Essential Trustee) which can be summarised as:

- Ensure that Chapter is fulfilling its core purpose
- Comply with the Cathedral statutes and relevant legislation
- Act in the Cathedral's best interests
- Manage our resources responsibly
- Act with reasonable care and skill
- Ensure that Chapter is accountable
- Reduce the risk of liability



In practice, this entails attendance at monthly Chapter meetings, informal meetings with senior colleagues 3-4 times a year to discuss wider strategy, and an annual 48-hour residential conference. It also includes termly meetings of the Chorister School governing body (of which Chapter members are by statute ex officio). The Canon Chancellor also currently chairs the Nave and Library Advisory Committees, and is expected to attend the annual College of Canons meeting.

As a Residentiary Canon, the Canon Chancellor is also eligible to attend the quarterly meeting of the Fabric Advisory Committee, and is eligible for appointment or election to other Cathedral committees or external bodies.

2. Leadership

Beyond their governance role as a Member of Chapter, the Canon Chancellor is a key leader within the Cathedral, taking an executive role in leading and managing Heads of Department. The Canon Chancellor will:

- Take the lead in shaping the public-facing work of the Cathedral with the Canon Professor and Canon Missioner, actively promoting and facilitating dialogue and public debate across the region, enhancing the role of the Cathedral as the seat of the Bishop's teaching ministry.
- Lead the Cathedral's external relations with the World Heritage Site, Cities, Counties, Local Authorities & Universities of the Diocese.
- Lead on the '2020 Year of Pilgrimage', overseeing the project to display a major exhibition as an act of Pilgrimage.
- Use the Bishop of Durham's Prayer Walks to establish a pattern of Parish Pilgrimage to the Cathedral to enable Open Treasure to fulfil its potential for mission & engagement, including with Durham Deanery.
- Oversee Christian Stewardship & the welcome of visitors.
- Have interim responsibility for Education (Learning & Outreach); Collections & Library; Pastoral Care of the congregations.



3. Canon-in-Residence duties & Liturgical Life

As a Commissioners' (full-time) Residentiary Canon, the Canon Chancellor carries out Canon-in-Residence duties for periods of a week or a fortnight at a time, up to 13 weeks per year. All the Canons share this responsibility, which is limited to statutory attendance at the daily offices, which the Canon-in-Residence leads, and preaching at Matins on the Sunday of his/ her residence cover. In case of need, the Dean and others Canons are always ready to cover for one another.

The Canon Chancellor is fully involved in the liturgical life of the Cathedral, including regular Sunday and weekday Eucharistic presidency and preaching. The rotas are drawn up well in advance, and where possible external invitations, especially in the Diocese of Durham, are supported.

To be considered for the role of Residentiary Canon and Canon Chancellor you will need to demonstrate that you:

- (i) Are a priest of the Church of England, of a member church of the Anglican Communion, or of a church in full communion with the Church of England, who has been in priests' orders for at least 6 years.
- (ii) Hold a (Higher) Degree or equivalent professional qualification, with supporting evidence of continuous ministerial development.
- (iii) Are committed to living out the Five Guiding Principles in your own ministry and that of the Cathedral, and to upholding the Guidelines for the Professional Conduct of the Clergy.
- (iv) Have exercised a significant leadership role in the Church, whether in a parish, diocese or cathedral, or in some other capacity.
- (v) Are a 'mission-shaped' person of prayer, theologically articulate, a stimulating and intelligent preacher, a good pastor and attentive to your own spiritual life.
- (vi) Are a leader of people, with the ability to influence, inspire and engage; are willing to be held accountable and to hold others to account; and regard team-working as the norm.
- (vii) Have worked collaboratively with a Board of Trustees or Governing Body, collectively and individually.
- (viii) Have knowledge and understanding of significant contemporary thinking and writing about public engagement and missiology, particularly in relation to Cathedrals.
- (ix) Are excited about the potential for Cathedrals in mission, value the ethos of cathedral liturgy, are committed to corporate prayer in the Daily Offices, and endorse the quest for excellence in every aspect of the ministry of the Cathedral.
- (x) Are numerate in Governing Body level financial decision-making and competent in the management of a budget.
- (xi) Have a good working knowledge of ICT, social media, electronic diary and entirely comfortable with digital technology.



Appointment

The appointment as a Canon Residentiary under Common Tenure is made by the Bishop of Durham, advised by the Chapter of Durham Cathedral.

The Chancellor-designate is expected to move to Durham over the summer, with a view to their installation on 22 September 2018 @ 3:00p.m.

Reporting

The Canon Chancellor reports to the Dean of Durham. As well as an annual review, the post holder will participate in the Diocesan Ministerial Review Scheme.

Stipend

Residentiary Canon Stipend in accordance with the rates issued by the Church Commissioners, currently £27,060 (2017 rates).

Accommodation

Accommodation is provided rent and rate free with this post as the nature of the role require that the incumbent resides within the College for the better performance of their duties, and is in accordance with the terms set by the Cathedral under Common Tenure. The Cathedral contributes towards utility costs and a domestic allowance is paid towards cleaning and gardening.

Removal Expenses

The Cathedral will reimburse agreed removal expenses against three quotes.

Working hours

The post holder should be flexible in their approach to hours worked as these will be dictated by operational needs. Chapter colleagues work together to allow one full day off during each week.

Annual Holiday

Office holders occupying a full-time post are entitled to thirty-six days annual leave (including a week after Christmas and after Easter) in any calendar year without deduction of the stipend to which the office holder is entitled.

Training

Training needs are assessed continuously and the diocesan Ministerial Development Review scheme allows recommendations for appropriate training to be made.

Induction and Probation

The Cathedral supports a culture of professionalism and mutual accountability, including a pattern of induction and six-month probation, which the postholder is expected to follow. The Canon Chancellor will meet regularly with the Dean to assess both formally and informally progress on work and performance.

Pension

Your pension provision will be in accordance with the Church of England Pensions Board's Funded Pension Scheme. You are entitled to make Additional Voluntary Contributions from your Stipend.

Expenses

Necessary expenses for the better performance of your duties will be reimbursed on submission of a Cathedral expenses claim form in accordance with Chapter policy.

Staff Benefits

Members of staff are able to enjoy discount in the Cathedral Shop and the on-site Restaurant in the Cathedral Undercroft. Employees are also able to access to an on-line discount platform offering reduced prices at a range of high streets shops and services.

Chorister School Discount

Eligible employees and post-holders may be entitled to a 50% discount on the Cathedral's Chorister School fees.



Durham Cathedral is committed to the principles and processes of Safer Recruitment.

To apply for this position you must therefore complete an application via the Church of England '[Pathways](#)' website.

Your application must demonstrate how you meet the criteria set out in the Person Specification, explaining how your skills and experience match the requirements of the role.

The closing date for applications is 10am on Monday 12 February 2018.

Shortlisted candidates will be invited to a selection event that will take place at the Cathedral on **Wednesday 28 February & Thursday 1 March 2018.**

Should you wish to have a confidential discussion about this role, please call Ian Hunter, Head of HR&OD in the first instance on (0191) 386 4266, who will make the appropriate arrangements for you to speak with the Dean of the Cathedral and/or the existing post holder.

We will, of course, respect the privacy of any conversations or expression of interest regarding this post, whether formal or informal.



(i) Equality

Durham Cathedral recognises that discrimination and victimisation are unacceptable and that it is in the interests of the Cathedral and its employees to utilise the skills of the total workforce. It is the aim of Durham Cathedral to ensure that no employee or job applicant to the Cathedral receives less favourable treatment (either directly or indirectly) in recruitment or employment on grounds of age, disability, gender/ gender reassignment, marriage/civil partnership, pregnancy/maternity, race, religion or belief, sex or sexual orientation (defined as the protected characteristics in the Equality Act 2010).

(ii) Safeguarding

Durham Cathedral is committed to:

- safeguarding, caring for and nurturing children and young people in the Cathedral and community.
- safeguarding and caring for vulnerable adults in the Cathedral and community.
- informing those involved with children and vulnerable adults in our church of the behaviour expected of them.
- explaining the procedure for background checks of those involved with children and vulnerable adults in the Cathedral.
- protecting adult members of the church from malicious or false accusations of abuse.



Further information is available on our website:

www.durhamcathedral.co.uk

Our Purpose:

www.durhamcathedral.co.uk/about-us

Our Values:

www.durhamcathedral.co.uk/about-us/values

Our Governance (including an Annual Report; and
our Strategic and Operational Goals):

www.durhamcathedral.co.uk/about-us/governance

Our Members of Chapter:

www.durhamcathedral.co.uk/about-us/chapter

Other useful information:

www.thechoristerschool.com

www.lumiere-festival.com/durham-2017

**[www.theguardian.com/science/2017/jul/28/
st-cuthberts-coffin-durham-cathedral](http://www.theguardian.com/science/2017/jul/28/st-cuthberts-coffin-durham-cathedral)**





Diocese of Durham

We are the Church of England from the Tyne to the Tees
and the Dales to the Sea, blessing our communities in Jesus'
name for the transformation of us all.



STRATEGIC OUTCOMES

What we need to be good at

Transforming Communities

We are working for the well-being of all in our communities. We are challenging the established order for the common good.

Transforming Churches

Christian witness is making a visible impact in every community.

Transforming Lives

We are changing and enriching people's lives through the Gospel.

KEY PRIORITIES

Where we will put our energy

Growing Churches

Deeper love for God and neighbour; more community engagement; care for the world; growing numbers.

Children and Young People

Listening to young people; good childhood; education for life; opportunities for young adults (18-25) to grow in life skills and leadership; schools.

Poverty

Embracing all forms of poverty (not just economic); help to move out of poverty; challenging injustice; fostering dignity.

ENABLING FACTORS

What will help us get there

Working with the Wider Church

Church Partnerships with other churches and groups locally and globally.

Developing Deaneries

Work through local leaders to deliver mission at deanery level (Develop, deliver, and evaluate Deanery Plans).

Building Congregations

Fresh Expressions; new churches (church plants); new congregations; 'Partnership in Missional Church'; work with families and children (including in schools).

Developing Disciples

Build a community of faith (The 'Blessing' course)

Developing Leaders

Equip leaders (lay and clergy) in every congregation and church school for growth (Missional Leadership for Growth/Lay Ministries).

Prayer

Being with Jesus; Listening to Jesus; Seeing with Jesus.

Understanding and working in our communities

Identifying poverty; listening; offering welcome and hospitality; working with partners to meet community needs.

Engaging with Young Adults

Focus on reaching 18 – 25's: support for students, apprentices, interns; leadership.

FINANCIAL RESOURCES

How we pay for it

Financial Planning

Planning to deliver a balanced budget by 2020.

Generous Giving

Encouraging our congregations to give generously to fund our plans fully.

Stewardship

Supporting parishes to manage their finances.

Seeking New Funding

Working with the National Church and other funding bodies to attract funding.

ALIGNING OUR RESOURCES

People

Vocations; clergy continuing ministerial development; lay staff and volunteer development; making good use of volunteer time.

Partnership

Working with our Cathedral; local structures, organisations and groups; ecumenical partners and the wider Church.

The National Church

Engage with and support the Renewal and Reform Agenda.

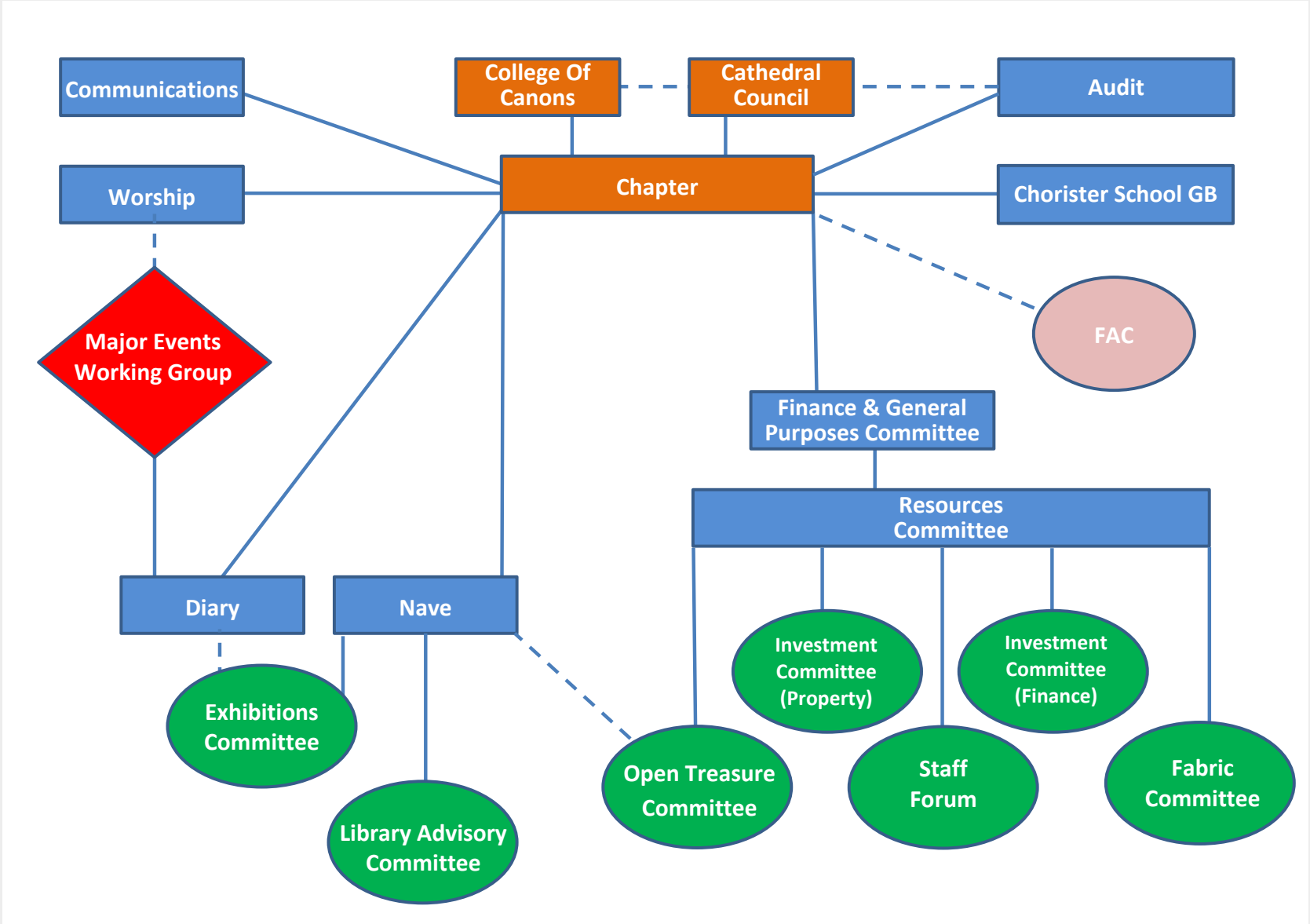
Managing our Investments

Maximising the return from all of our investments within the Church's ethical guidelines.

Developing Capacity

Ministerial Development Reviews; Staff Appraisals; Staff & Volunteer Development; Evaluation of Activities.

Diocesan Business Plan 2016 - 2020
Version 2



Durham Cathedral is a Christian Church of the Anglican Communion, the Shrine of St Cuthbert and the Venerable Bede, the Seat of the Bishop of Durham and a focus of pilgrimage and spirituality in north-east England.

Our Purpose

Our purpose is to worship God, share the gospel of Jesus Christ, welcome all who come, celebrate and pass on our rich Christian heritage and discover our place in God's creation.

Our Vision

Following the example of Saints Cuthbert and Bede, we share our faith and heritage globally and empower people to transform the communities in which we live and serve.

Our Values

In all things, we are inspired, motivated and challenged by the Christian faith and the values of the Gospel.

Spirituality

We recognise and respond to God's presence in our world and among us, practising a reflective approach to what we do.

Respect

We recognise the image of God in all human beings, honour their dignity and treat them with courtesy.

Justice

We deal fairly in our personal and collective behaviours, work to the highest ethical standards, and are honest in our speech and behaviour. We think, speak and act with integrity, are professional in our conduct, and are publicly accountable for our actions.

Collaboration

We are a community founded on trust that prizes team working and builds partnerships that contribute to the common good.

Sustainability

We are business-like in our corporate life and prudent in our stewardship of resources. We pursue the sustainability of our operations and environment.

Welcome

We are welcoming and hospitable to all. We show Christian love and care to our guests and those who need our help.

Aspiration

We are an outward-facing Cathedral that reaches for the future with energy and courage, and reaches out to our communities in the hope of personal and social transformation.

Our Strategic Goals: 2018 – 2020

- 1. ENRICH: To draw more people into enriching and imaginative encounters with the Cathedral and the Christian faith.**
 - 1.1. We will continue to develop the Cathedral's offer to visitors and promote it widely.
 - 1.2. We will continue to develop both traditional and innovative forms of worship to engage with a broader worshipping constituency.
 - 1.3. We will extend our parish, ecumenical and community engagement through welcome, worship, education and outreach, supporting the Bishop's mission.
 - 1.4. We will develop a pilgrimage programme that is diocesan, national and international leading to Pilgrimage 2020.
- 2. CONSERVE: To care for, develop, and improve access to our buildings, collections and environment.**
 - 2.1. We will continue to improve the management, stewardship and promotion of the Cathedral's collections.
 - 2.2. We will develop capacity, either in-house or through partnerships, to manage and conserve our buildings, collections and environment.
 - 2.3. We will establish and embark on 15-year repair and maintenance plans for the Cathedral and Precinct (including Riverbanks), identifying appropriate opportunities to develop public access to and use of both.

3. PROMOTE: Through our work, and in partnership with others, to promote excellence in the North East and be a force for good in our region.

- 3.1. We will continue to enhance the Cathedral's economic contribution regionally and nationally through taking initiatives to increase visitor numbers and dwell-time in North East England.
- 3.2. We will actively promote and facilitate dialogue and public debate across the region, enhancing the role of the Cathedral as the seat of the Bishop's teaching ministry.
- 3.3. We will aim to achieve nationally recognised standards of excellence across the Cathedral and celebrate these achievements.
- 3.4. We will build on the excellent standards of The Chorister School by growing pupil numbers, careful resource management and the development of the Chorister Endowment Fund.

4. TRANSFORM: To put the development of people at the heart of everything we do so as to transform our communities.

- 4.1. Through organisational development and workforce planning we will better harness the skills and talents of the Cathedral's staff and volunteers, in support of the Cathedral's vision and mission.
- 4.2. We will support lifelong learning and encourage inter-generational engagement within our community.
- 4.3. We will improve our internal communications and the flow of information across the Cathedral.

5. SUSTAIN: To achieve greater financial sustainability.

- 5.1. We will produce and implement 3-year business plans for Durham Cathedral, Durham Cathedral Open Treasure and Durham Cathedral Trading Ltd.
- 5.2. We will continue to grow voluntary, ticketed and commercial income, including the expendable endowment for fabric.
- 5.3. We will monitor financial performance and control costs by establishing a rigorous and timely financial reporting regime.
- 5.4. We will improve cash management so as to achieve a steady state cash flow and remove the need for loan finance.