

Transformative Worship			
Element	Action	Timescale	Success Criteria
Enhance our exceptional liturgy and music so that the Cathedral is seen as a centre of excellence for worship, draws people in and engages them.	Recognised excellence of daily and Sunday worship <ul style="list-style-type: none"> • Maintain rhythm of daily liturgy including morning liturgy and evensong • Canon with responsibility for Music, Liturgy and Occasional Offices and Organist continue to work closely together to both maintain high standards and develop creative music and liturgy • Worshippers' feedback is obtained and used as part of a review after Easter 2015 • Continue to develop the distinctive style of our 10:30am Sunday morning service to include special one-off events. 	Review after Easter 2015	<ul style="list-style-type: none"> • Recognised as centre of excellence for liturgy and music • Staff used as a diocesan resource • Worshippers' feedback is positive and highlights excellence and points to address
	Canon with responsibility for Music, Liturgy and Occasional Offices role <ul style="list-style-type: none"> • Consider the Residentiary Canon roles following appointment of Canon with responsibility for discipleship, growth and community outreach • In consultation with the Bishop produce a role profile for the new post following the retirement of the current Canon with responsibility for Music, Liturgy and Occasional Offices • In consultation with the Bishop amend the role profile for the Canon with responsibility for discipleship, growth and community outreach if necessary 	New role profiles completed by Easter 2015	<ul style="list-style-type: none"> • Clear role profiles are in place ready for the recruitment process • Role profiles reflect the Development Plan
Explore new ways of worship in order to engage as many people as possible.	Fresh Expressions of worship <ul style="list-style-type: none"> • Develop the weekly Toddlers' service • Develop the monthly Taizé service • Investigate an appropriate form of Fresh Expression for Cathedral worship • Establish a regular Messy Cathedral worship session 	Toddlers and Taizé by Lent 2015 Messy Cathedral September 2014 Fresh Expression Autumn 2015	<ul style="list-style-type: none"> • A range of new ways of worshipping are offered which are flexible and respond to the individual needs of the different worshippers. • Individual groups are sustainable and growing

Challenging Discipleship			
Element	Action	Timescale	Success Criteria
Establish the Cathedral as a recognised place for exploration and engagement with a wide range of national and global faith, social, political and environmental issues.	<ul style="list-style-type: none"> Cathedral establishes itself as a resource for parish, City and Diocese in exploring and engaging with contemporary issues Occasional lectures, workshops and exhibitions dealing with issues of interest Working alongside Diocese, other faiths and City to identify those issues that require exploration 	Commencing Advent 2014	<ul style="list-style-type: none"> Regular series of lectures, debates and workshops established Community are keen to suggest issues to explore High quality conversations lead to greater understanding of the issues Seen as a resource by wider community and Diocese
Introduce an annual theme which provides a clear and dynamic focus for the Cathedral community.	<ul style="list-style-type: none"> Establish an annual theme to commence each Advent Events at the Cathedral focus on this theme and explore it, developing our understanding of it and making new links and relationships Lectures, debates and receptions during the year 2014 – 2015 theme to be Political Awareness in light of forthcoming general election 	Commencing Advent 2014	<ul style="list-style-type: none"> All members of community can identify the theme for the year Members of the City Council and local MPs are aware of the theme Acts as a resource for parish, City and Diocese in equipping people to understand the issues involved in the General Election
Begin a programme of both child, youth and adult education in Christian spirituality and faith.	Discipleship Courses <ul style="list-style-type: none"> Commence Pilgrim course during Autumn 2014 – one afternoon group and one evening group Develop programme of discipleship education based on the Pilgrim Course model 	Commencing September 2014	<ul style="list-style-type: none"> Group for exploration established and run regularly – at least once per year Further exploration and discipleship group established in response to need
	Establish a film club <ul style="list-style-type: none"> Establish a monthly film club Work with No6 Cinema in the Historic Dockyard to run special evenings there as well 	Trial film club alongside special evenings at No6 cinema in Spring 2015	<ul style="list-style-type: none"> Cathedral's exploration and engagement agenda is reflected in this group
	Children and Young People <ul style="list-style-type: none"> Refresh Sunday school by re-branding Investigate Godly Play as a resource for the whole Cathedral Form a children, schools and young people's group to investigate the way the Cathedral interacts with these groups and make recommendations to develop and improve this area of Cathedral life. 	Re-launch Sunday School September 2014 Investigate Godly Play Autumn 2014 Deliver training Spring 2015	<ul style="list-style-type: none"> Sunday school becomes Becket's Bunch New leaders and members recruited Godly Play taster session encourages leaders to undertake training Godly Play introduced as a Cathedral resource for all ages.

Generous Hospitality			
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Demonstrate God's love by being an inclusive Christian community where all are welcomed.	Quiet Space <ul style="list-style-type: none"> Working group established to make recommendations to Chapter Recognised 'quieter' area of the Cathedral identified and constructed to encourage private prayer and devotion 	Summer 2015	<ul style="list-style-type: none"> Clear recommendations are received and a decision reached. Quiet area established, clearly identified and resourced, enabling prayers and devotions of all visitors.
	Hospitality and Catering <ul style="list-style-type: none"> Improve range of refreshments offered Renew Cathedral House kitchen Review furniture in Cathedral House 	Advent 2015	<ul style="list-style-type: none"> Quality of refreshments matches those of coffee shops and encourages people to remain following services/events to build relationships
	Welcomers <ul style="list-style-type: none"> Group of welcomers appointed to work alongside the sidespeople to ensure that everyone who comes into the Cathedral is welcomed and made to feel at ease. Coordinator appointed and training given for volunteers 	Welcomers and sidespeople trained and in place for Advent 2014	<ul style="list-style-type: none"> Welcomers clearly identified and people are given a non-intrusive but warm welcome to the Cathedral. Numbers attending newcomers events increases. New people become regular attenders
	Welcome Area <ul style="list-style-type: none"> Research into upgrading the South Transept Welcome Area Proposals produced by the end of July 2014 and presented to Chapter for consideration and decision in November 2014 Welcome Area upgraded by Advent 2014 Implementation of "Let The Building Speak" and a new Cathedral App 	Proposals to Chapter Nov 2014 Upgrade by Advent 2014	<ul style="list-style-type: none"> New area is clearly identified and offers a welcome including interactive screens and access to new literature. Positive visitor feedback. The Welcome Area is effective both for daily visitors and worshippers
	Shop <ul style="list-style-type: none"> Ensure that shop and all its volunteers are recognised and valued for the valuable work they do. Work with Shop Manager to develop the area and maximise sales. Succession planning for Shop Manager and volunteers in place. Hold a discussion about a review of opening hours 	Succession plans in place by summer 2015 Opening hours reviewed Autumn 2014	<ul style="list-style-type: none"> Shop continues to offer excellent service Shop sales increase steadily over time Succession plans in place
	Concert and Exhibition Management <ul style="list-style-type: none"> Need to improve the service we offer to groups who hold concerts or exhibitions in the building Revise processing to increase efficiency and clarity Consider revision of posts or hours to accommodate this 	New processes in place from Advent 2014	<ul style="list-style-type: none"> All groups booking exhibitions or concerts receive a clear and friendly service All staff are clear on procedures

	<p>Honorary and Lay Canons</p> <ul style="list-style-type: none"> Recognise value and resources of all Canons Increase invitation to the Cathedral either to events or to preach etc. Provide input to enable them to increase contributions and act as ambassadors for the Cathedral 	Increase invitations immediately	<ul style="list-style-type: none"> Honorary and Lay Canons are recognised as ambassadors by wider Diocese All Canons feel valued and informed by the Cathedral
Ensure internal and external communications are effective and everyone can access the information they require easily	<p>Communications Strategy</p> <ul style="list-style-type: none"> Form a communications working group Produce a communications strategy which clarifies how the Cathedral communicates both internally and externally 	Spring 2014	<ul style="list-style-type: none"> Clear document produced which is understandable by all Clear strategy in place to cover all aspects of communications
	<p>Signage and Noticeboards</p> <ul style="list-style-type: none"> In light of improved website and literature, review signage around the Cathedral and bring in line with new design 	Autumn 2015	<ul style="list-style-type: none"> New signs in place which clearly identify the building outside and assist visitors inside. External signs to be reviewed alongside the landscape project
Raise awareness of the Cathedral and all that it offers.	<ul style="list-style-type: none"> Communicate more effectively what the Cathedral offers to the parish, City and Diocese. System in place for press releases and dealing with the press and media Improve logo to include a graphic of cupola and produce brand guidelines New website and design for literature and signage Explore possibility of a new Marketing and PR post and produce a report and recommendations for Chapter 	New website and literature in place by Advent 2014 Report to Chapter re Marketing and PR post beginning of 2015	<ul style="list-style-type: none"> Clear procedures for press releases and media work Proactively publicising what is going on New design in place and brand guidelines being adhered to New website in place, regularly updated, suitable for mobile use and web stats reflect increased usage over time.

Prayerful Engagement			
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Develop the service offered through weddings, baptisms and funerals.	<ul style="list-style-type: none"> Continue to respond positively to all requests for occasional offices Participate fully in the Archbishops' Council funeral project with the Diocese Explore options for support and follow up and have a sustainable model in place Establish Pastoral Support Group to facilitate delivery of pastoral care and support those delivering this care. 	Funerals project – Follow up in place by Advent 2015 Pastoral Support Group in place by Easter 2015	<ul style="list-style-type: none"> Weddings and Baptisms continue to be offered to their current high standard A sustainable follow-up model is in place with a well-trained and resourced team of clergy and lay people
Develop the compassionate pastoral care offered into an accessible and sustainable model.	Pastoral Assistants / Good Neighbour Scheme <ul style="list-style-type: none"> Produce proposals for a sustainable Pastoral Assistant / Good Neighbour scheme Recruit and train volunteers Launch scheme 	Proposals by Spring 2015 Training in Summer 2015 Launch Autumn 2015	<ul style="list-style-type: none"> New scheme in place supporting people within the parish and local community Links with similar schemes in other parishes and areas of the City lead to a coordinated church response
	Volunteer Support <ul style="list-style-type: none"> We have a large number and variety of volunteers. These need coordination and training in addition to recruiting and increasing their involvement in the life of the Cathedral Produce a proposal for a Volunteer Coordinator role and present to Chapter for approval 	Proposals to Chapter by end of April 2015	<ul style="list-style-type: none"> Volunteers feel confident in their role due to support and regular training Increased number of volunteers and greater sense of being part of a team.
Support the Bishop of Portsmouth in his teaching and pastoral role and be a readily available resource for the Diocese of Portsmouth.	Cathedral Sing <ul style="list-style-type: none"> Increased demand is catered for and work with schools continues to be recognised as excellent. New schools visited and increased links made with their local churches as well as the Cathedral 	New programme in place from Advent 2014	<ul style="list-style-type: none"> Sing becomes a higher profile resource in Portsmouth and in Diocese New schools experience Cathedral Sing
	Chorister for a Day <ul style="list-style-type: none"> Promote membership of the choirs to as broad a selection of backgrounds as possible. Coordinate this event with local schools 	Spring 2015	<ul style="list-style-type: none"> Wide selection of young people from a range of different local schools experience a positive event at the Cathedral The membership of church choirs near the schools increases and is from a greater variety of schools and backgrounds
	Biennial Composition competition in association with RSCM <ul style="list-style-type: none"> Competition run from the Cathedral Short listed submissions performed at an event in the Cathedral 	Summer 2015	<ul style="list-style-type: none"> Partnership with RSCM results in a prestigious competition

	<ul style="list-style-type: none"> Prize money for winning piece 		<ul style="list-style-type: none"> High profile event acts as shop window for the Cathedral
	<p>Education</p> <ul style="list-style-type: none"> Review of educational provision complete and recommendations received by Chapter Summer 2014 New proposals accepted and decision reached regarding appointment of permanent Education Officer New education offer in place which is linked with curriculum and provides a sustainable model New workshops and educational material produced 	<p>New Educational Officer in place January 2015 New educational offer in place from January 2015</p>	<ul style="list-style-type: none"> School workshops fully booked Schools recognise the excellence offered by the education department Increased demand from schools and new schools visiting as well as repeat business Education Officer and Canon Outreach visit more schools and are in demand for assemblies & staff training
	<p>Portsmouth Deanery</p> <ul style="list-style-type: none"> Play a full part in the life of the Portsmouth Deanery and in particular the Inner City Cluster Be an integral part of providing funeral cover and service cover for the Deanery. Support the MOF bid and if successful act as employer for the Older Persons Advocate working across the Inner City Cluster Be a part of the Deanery review process 	<p>Funeral and Service cover in place now. Older Persons Advocate Spring 2015 Deanery Review Autumn 2014</p>	<ul style="list-style-type: none"> St. Thomas's is seen as a full part of the Portsmouth Deanery OPA appointed and providing a valuable service to older people within Portsmouth
Support the work of and connection with the Cathedral Innovation Centre.	<p>Cathedral Innovation Centre</p> <ul style="list-style-type: none"> Continue to support partnership with the Cathedral Innovation Centre, with reduced cost office space in Cathedral House, helping people (esp young people) to set up their own socially engaged businesses, and engaging the wider Cathedral community in support. 	On-going	<ul style="list-style-type: none"> Good working relationship is maintained with CIC staff At least two annual connected events

Responsible Stewardship			
Element	Action	Timescale	Success Criteria
Protect and enhance all Cathedral buildings, including the landscape, so that we can offer a warm welcome and they can be used effectively and creatively for worship, hospitality.	New sound and lighting systems <ul style="list-style-type: none"> Investigate options for improving the sound and lighting systems to include the option of both video and audio recording of services and events to a high quality for podcasting Include the possibility of AV screens within the Cathedral to improve visibility Design brief to be drawn up and three companies invited to tender. 	Tender documents sent by end of Spring 2015 Recommendation sent to Chapter by end of Summer 2015 New systems in place beginning of 2016	<ul style="list-style-type: none"> New lighting receives positive feedback and allows greater flexibility in use of the building for exhibitions and worship New sound system enhances worship and provides greater flexibility in the use of the building New AV screens address the issue of visibility in the Cathedral and allow greater use of the whole building on a more regular basis Services are podcasted to a high standard on a regular basis
	Organ Stop <ul style="list-style-type: none"> Complete original design for the organ by addition of a solo stop thus enhancing organ for special services and weddings. 	Advent 2015	<ul style="list-style-type: none"> Organ stop is added and enhances both the visual appearance of the Nave and the sound of the organ.
	Essential Repair work <ul style="list-style-type: none"> Complete required repair work to tower. Complete South Transept Grant Applications 	End of 2015	<ul style="list-style-type: none"> Required work completed
	Re-pointing of Eastern Wall - external <ul style="list-style-type: none"> Chapter and architect have already identified the need to rectify and improve this 	End of 2015	<ul style="list-style-type: none"> Decision reached on how to address this issue following further investigation Work planned in for 2015
	Properties <ul style="list-style-type: none"> Chapter has already identified and commissioned a surveyor to oversee repair and improvement to Cathedral House and housing 	Work complete by the end of 2015	<ul style="list-style-type: none"> Cathedral House remains in a good state of repair and is used effectively by both the Cathedral and other community organisations. Housing is provided to a high standard with planned repairs and maintenance in place
	Landscape Project <ul style="list-style-type: none"> Identified need to improve the landscape has resulted in an initial consultation and design Design finalised and agreed Programme of works agreed	Design agreed by early 2015 Archaeological digs to start 2016	<ul style="list-style-type: none"> Clear agreed designs in place Programme of works agreed ready for archaeological digs.
	Seating <ul style="list-style-type: none"> Need to replace old plastic seating with smarter, lighter easier to move and store seating already approved by Chapter Replace old wooden chairs with matching seating 	New chairs already agreed to be in place by spring 2015 Additional chairs by end of 2015	<ul style="list-style-type: none"> Cathedral has seating which is both flexible and easy to move and store. Seats are aesthetically pleasing and fit into the building well.

Be responsible stewards of all that God has given to us including money, buildings, time, talents and natural resources.	<p>Administration Review</p> <ul style="list-style-type: none"> • Appoint outside person to review admin procedures and working practices to ensure that the team are working efficiently and highlight where extra resources are needed • Proposal produced for Chapter to agree by the end of 2014 	<p>Proposals to Chapter by end of 2014 New systems in place beginning of 2015</p>	<ul style="list-style-type: none"> • Systems and procedures streamlined and efficient • New roles and hours in place to support ongoing and development work of Cathedral
	<p>Energy Management</p> <ul style="list-style-type: none"> • Roof insulation above Cloister • Investigate radiator conditioning or replacement • Investigate energy management system 	<p>Roof insulation summer 2015 Investigations to take place Spring 2015</p>	<ul style="list-style-type: none"> • Improved energy management with due regard to the environment