

Transforming how we work

OUR VISION & STRATEGY FOR 2030



YORK
MINSTER

The Cathedral & Metropolitan Church of St Peter in York

INTRODUCTION

The vision for any church, whether small or large, must be to speak of the Good News of the kingdom of God, and the call to help and lead people towards this reality. In a place as physically and operationally large and complex as York Minster, the living out of that vision can easily become over-complicated.

What is set out in this leaflet is the result of several months of highly focused work by those called to lead the Minster, and it is our articulation of how best we can make such a vision a reality, in a manner that is realistic, grounded and deliverable.

It is my hope that by 2030 we will have helped make God's love the more real in the lives of all those whom this cathedral is called to serve. We welcome your prayers and support.



**The Very Reverend
Dominic Barrington,
Dean of York**



OUR RENEWED VISION & MISSION

OUR VISION

To inspire everyone to experience God's love through our welcome, worship and work.

OUR MISSION

To deliver innovation, welcome everyone and offer outstanding experiences as part of our living tradition, where faith is nurtured.

OUR VALUES

This is how we will interact and behave to deliver our Vision and Mission.

Integrity

We behave ethically, honestly and professionally, take accountability and consider the impact of our actions both short term and long term.

Purpose

We are focused on achieving our objectives in a responsible way and on delivering innovation and excellence in our welcome, worship and work.

Humility

We are grounded and respectful in all that we do, ensuring everyone's unique contribution is valued and that we constantly seek to develop and share learning.

Compassion

We are thoughtful in all our attitudes and behaviours so that everyone is listened to, treated with kindness and feels safe.



FIVE STEPS IN OUR TRANSFORMATION APPROACH

Destination

Making sure we are all aligned on the foundations that will inspire us to deliver change at York Minster.

Strategy

Introducing our renewed Vision for 2030, our Mission and our Values.

Transformation Roadmap

The first steps we need to take on our transformation journey, to enable the vision and strategy and the initiatives, plans, resources and finances to deliver it.

Ways of Working

Governance, decision-making, prioritisation, clear processes, technology enablement – creating an efficient and optimal workplace where innovation and collaboration will thrive.

Organisation

Who needs to do what and when and ensuring that they have the capability and support they need to deliver it.



WE HAVE SIX FOCUS AREAS
& 13 STRATEGIC OBJECTIVES
FOR 2030 AND BEYOND



MISSION & WORSHIP



1 – To be a centre of excellence for liturgy, discipleship and music and to grow a community that is nurtured and empowered by our mission.

2 – To create and deliver a liturgical plan that will provide an innovative, accessible and welcoming space for worship.

ESTATE, FABRIC & COLLECTIONS



3 – To work with our partners, statutory and funding bodies to deliver the York Minster Neighbourhood Plan to sustain and secure the Precinct for future generations.

4 – To transform the management, infrastructure and long-term sustainability of the Precinct and the collections and make them more accessible to our users.

GROWTH & SUSTAINABILITY



5 – To grow existing and develop new sources of income aligned to our charitable purposes and values to enable our Vision for 2030.

6 – To establish York Minster as a pioneering, low carbon heritage estate with environmental sustainability integrated throughout our behaviours, business practices and building innovation.

OUR PEOPLE



7 – To develop an integrated people strategy to enable delivery of innovation and excellence by 2030.

8 – To create an Equity, Diversity and Inclusion (EDI) strategy and plan that will drive culture change throughout the organisation.

9 – To confidently foster and embed a safe and supportive environment for all through culture and practice.

OPTIMISING OUR OPERATIONS



10 – To enhance our organisational efficiency, resilience and effectiveness through streamlined decision making, using data and insight, collaboration and clear accountability structures.

11 – To transform our IT function and systems to enable collaborative, innovative and efficient working 24/7.

STAKEHOLDERS & AUDIENCE



12 – To develop a stakeholder management strategy that enables us to create a connected and engaged stakeholder community.

13 – To evolve and enable the Audience and Programming Strategy to deliver excellence in our visitor experience and attract new, repeat and diverse audiences to York Minster.

OUR PRIORITISATION CRITERIA

Everything we do will be aligned with our Christian mission and values, the benefit understood, costs confirmed and funding source known and will be prioritised as follows:

Must

Keeping us safe, legal, compliant our doors open and lights on!

Should

Enabling the delivery of our Vision, Mission, Values and Strategy.

Could

Defer to future year or years without significant impact on achievement of our Vision and Strategy for 2030.

Won't (or not yet)

It does not contribute to the delivery of our Vision and Strategy 2030.



WHAT DOES THIS ALL MEAN?

A renewed direction, focus and clarity on Vision, Mission and Values. Priorities will deliver real positive change that you can ultimately see and feel. Our Plans will:

Create a core team to enable and cohere this work.

Ensure that our work and volunteering has a meaningful impact.

Help us to be more effective and productive in our work, through access to the right information, clear accountability and decision making.

Make us feel included, secure, heard and valued in our work and volunteering.

Take pride in the innovation and leadership we showcase within the heritage sector – a centre of excellence for liturgy, music, heritage crafts and sustainability.

Provide a space for worship and reflection that is welcoming, engaging, accessible and safe.

Ensure that everyone in our community, from our people to worshippers, finds a strong sense of belonging and pride.

Effective planning and prioritising will make us more agile and able to respond to emerging issues. We will demonstrate that you can have confidence in our leadership and York Minster's future.



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