

# Restoring Pugin

## Activity Plan- Section 1

for

## Nottingham Cathedral



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## Executive summary

This Activity Plan has been researched and developed to support the Stage 2 bid to The National Lottery Heritage Fund, for the Restoring Pugin project at Nottingham Cathedral.

The project aims to restore the paintwork in the East end of the Cathedral to Pugin's original style and vision, increase the profile of the Cathedral, and provide a range of creative ways for people to engage with the site.

It includes a range of participation and engagement opportunities that will enable a diverse range of audiences to access, learn about and enjoy this important heritage asset.

The Activity Plan is designed to be read in conjunction with the Interpretation Plan.

The delivery of this Activity Plan will ensure that the Cathedral will be transformed into a city centre attraction with a range of opportunities for engagement including:

- A visitor experience offer to engage a range of new and existing audiences, including volunteers
- A city centre hub for the delivery of activities and events with community partners
- Engaging and creative interpretation to tell the story of the history of the Cathedral, and the paint schemes
- The Pugin's Revival game developed during the development phase by Nottingham Trent University forming part of a heritage careers resource pack
- A range of opportunities for volunteer engagement for new and existing volunteers

**Delivery of the Activity Plan is structured over three stages.**

### **Stage 1- Prior to the restoration works commencing on site**

This phase of the Activity Plan will include recruitment of key posts, and the delivery of launch events and tours to raise the profile of the project. The **volunteer programme** will be launched and training for new and existing volunteers will commence. Key elements of the Activity Plan will be commissioned and a range of new promotional initiatives introduced. A *Places of Welcome* scheme will be implemented to work with members of the community at risk of loneliness or social isolation, including training for volunteers and Cathedral staff. A time lapse video project will be commissioned through Nottingham Trent University to create a project record of the restoration process. NTU will begin their on site and in school game promotion workshops to promote Pugin's Revival- our architectural heritage conservation game. A new professional network will be created and led by the Cathedral to support heritage professionals working within church/faith based settings.

### **Stage 2- During the restoration works on site**

This phase will include the design of a range of interpretation and promotional materials for the project. A **community art mural** will be installed on our neighbouring building Willson House, and engagement programmes with key community partners will commence. Training for a team of volunteer tour guides will continue along with recruitment and support for new volunteers and the launch of a family trail. A **heritage careers resource pack** will be produced to include the architectural heritage conservation game- **Pugin's Revival**.

### Stage 3- After completion of the restoration works

Stage 3 will involve the Cathedral relaunching as a city centre heritage and tourism attraction. Activities will focus on increased engagement and profile raising including re-launch events, school programming, a wide ranging and engaging event and creative workshop programme, and the installation of **Luxmuralis**- an immersive sound and light experience.

A programme of activities to share the learning from this project with the wider sector and other organisations will commence.

#### Audiences that will benefit from the project include:

Audience	How will they benefit
Families	Families will have opportunities for a range of engagement options including a wonderful programme of events and school holiday activities, a new children's trail, and the opportunity to learn about the history of the Cathedral in an engaging way through our newly installed interpretation.
Refugee and Asylum seeker communities	We will continue to work with our partners Refugee Roots, Nottinghamshire Refugee Forum and the Nottingham Women's Centre building on the pilot testing work from the development phase. We will seek to provide opportunities for engagement with refugee and asylum seekers living within the city. These opportunities will be held both on site at the Cathedral, and through outreach work at other venues.
Schools, work placements and heritage careers support	<p>Schools will have access to a range of opportunities throughout the project including bespoke tours of the restoration work, and access to the architectural heritage conservation game. A heritage careers event will be held at the Cathedral and the project team will attend careers events at educational venues.</p> <p>SEND schools will have access to a range of innovative learning experiences within the Activity Plan including creative workshops, work placements and a heritage careers resource pack.</p>
Visitors to Nottingham	Visitors to Nottingham will have the opportunity to access, learn about and enjoy the Cathedral as a city centre heritage attraction.
Parishioners and congregation	<p>Parishioners and the congregation will benefit from the physical improvements to the historic interior of the Cathedral. They will also have access to a range of events, workshops and activities to enable them to become more involved in the life of the church.</p> <p>The project provides opportunities for the Cathedral to engage more widely with the areas of the parish who do not actively work with the Cathedral at present.</p>
Volunteers	Opportunities for existing volunteers will be developed together with a range of roles for new volunteers. Communication and inclusivity will be a key strand of our volunteer programming. Induction, role descriptions

	<p>and formal support mechanisms will be embedded within the organisation for the first time.</p> <p>New volunteers will have access to a wide range of volunteer roles with the opportunity to develop skills and progress into a heritage career. Or to experiences which enable people to become involved in the life of the Cathedral and support its work.</p>
Heritage and conservation career entrants	<p>Young people new to the heritage and conservation sectors will have a range of opportunities provided through the Activity Plan. From job opportunities for Heritage Assistants, and a Conservation Traineeship to work placements and volunteering. The Activity Plan offers a wide range of options to support people into new careers.</p> <p>The heritage careers resource pack and Pugin's Revival game will support this offer and provide a provision for school leavers to explore the possibility of a heritage or conservation career.</p> <p>We will continue and develop our work with our partners at SEND schools and Rumbletums Community Café to develop a broader range of work placement opportunities for SEND young people, including supporting at events, and meet and greet roles.</p>
Wider church community	<p>The wider community within the Catholic church will benefit from the learning and skills development that the project will provide. It is acknowledged within the church community that Restoring Pugin provides a step-change for the Catholic church in terms of engagement, inclusivity and participation.</p>
Wider heritage sector	<p>The project will involve ground-breaking work within the heritage sector in terms of faith based heritage projects. The learning from this project will be widely shared within the sector.</p>

**A summary of the key activities to be delivered within the Activity Plan:**

<b>Activity</b>	<b>Brief description</b>
Recruitment of Engagement Manager and Welcome Lead and Heritage Assistant roles	These key roles will enable the successful delivery of the Activity Plan outcomes. The introduction of the Engagement Manager role at development phase has enabled the Cathedral to explore its potential for engagement and participation opportunities.
Recruitment and support of a team of new volunteers, and introduction of best practice volunteer management procedures	Alongside improved support for the Cathedral's existing volunteers the Activity Plan includes extensive provision for recruitment, training and retention of a team of new volunteers to support delivery of the activities.



Launch events and tours	A programme of launch events and guided tours will be held at different points of the Activity Plan in line with the restoration works. These will include a <i>Step Inside Be Surprised</i> photo campaign designed to encourage social media interaction with the project.
Pugin's Revival architectural conservation game which will form a key part of the heritage careers workshops and careers resource pack	Following the success of the creation of the game during the development phase, the next stage of the project will focus on widening access to the game and broadening the community of users.
Youth forums established	A youth forum will be established in collaboration with the Youth Choirs, the Young Catholic Adults Group and the Nottingham Diocesan Catholic Youth Service.
Work placements	Work placement opportunities will be offered through both city centre universities. Placements will also be arranged with SEND schools, and Rumbletums Community Cafe who support young people with SEND into the workplace.
Willson House mural	A co-produced community art mural will be designed and installed on the façade of Willson House, a building owned by the Diocese and adjacent to the Cathedral. The mural will be a focal point on Derby Rd and will draw attention to the Cathedral and the project.
New interpretation installed	A range of new interpretation methods will be installed within the Cathedral to tell the story of the paint restoration, and the wider story of the Cathedral's incredible history.
Range of creative events and workshops designed to engage key target audiences	A wide range of events, workshops and engagement opportunities will take place designed to increase participation and meet the needs of the project's target audiences. These opportunities have been designed to inspire people to visit the Cathedral and learn more about the paint restoration and Pugin's designs.
Derby Road Feste with Nottingham Playhouse	Building on the new partnership with Nottingham Playhouse there will be a summer event held which will aim to bring together the community of Derby Road with the Cathedral and the Playhouse at its core.
Pop up and outreach events	A series of pop up and outreach events will take place led by the Heritage Assistants and volunteers, to raise the profile of the Cathedral and the project.
Luxmuralis	An immersive light and sound installation building on the success of Light Night will take place. The event will raise the profile of the Cathedral, and embed the theme of welcome

	and inclusivity, demonstrating that the Cathedral is open for everyone.
Development of events piloted during the pre-application stage and the development phase	<p>Light Night, Heritage Open Days and Festival of Science and Curiosity which are now well tested and trialed events will form a key feature of the plan.</p> <p>The project resources and wider staff team will enable these events to up-scale, develop, and reach more people.</p>
Programme of sharing events	To share learning from the project within the Catholic church, the wider church community, and the heritage sector. This will include a new professional network to share learning and provide knowledge and support for heritage professionals working within faith based sites.

## Legacy

Restoring Pugin demonstrates a significant a step-change for the Catholic church. Its approach to broaden the Cathedral's audiences and create a community outside of the Catholic faith is new and innovative. It is however very much a part of the Diocesan mission and values, and has provided the Diocese with an opportunity to demonstrate the range of opportunities that exist to engage wider audiences. This has been illustrated by a financial commitment from the Diocese and the parish to fund the engagement work in between the development and delivery phases of the project.

The project will have a vital legacy beyond the delivery phase. Along with the development of partnerships and resources including interpretation and the heritage careers resource pack, there will be a programme of training and infrastructure development to support volunteering across the site. Funding will be sought to continue the work of the engagement team beyond the life of Restoring Pugin, and the Activity Plan. The heritage focus of the Cathedral will be imbedded within its core activities long after the project has finished through creative interpretation.

The community partnerships that the project has established and nurtured will exist beyond the life of the project. They will have the support of the Cathedral Friends, and the investment from key stakeholders within these organisations. We have recently seen this demonstrated with the Festival of Science team working directly with the SEND Nottingham City Keyworking Team after an introduction and facilitated meeting by the project team.

The key elements of the project that will be sustained beyond the life of Restoring Pugin are:

1. The revelation of extraordinary beauty in the east end which is already generating interest in the religious buildings, academic and conservation communities and will amaze audiences with its immersive glory
2. Architectural Heritage Game- Pugin's Revival. A community of users will be built up to continue to disseminate and develop and adapt the game. Potentially thousands of young people will learn about the problems historic buildings face and how to solve them.
3. Heritage careers resource pack for school leavers and careers leads
4. Embedded events programme including Light Night, Heritage Open Days, and Festival of Science and Curiosity
5. Volunteer policy, procedures and management framework

6. Volunteer Lead roles to provide succession planning and legacy
7. The Cathedral will be embedded within the life of the faith based community in the city, beyond that of the Catholic faith
8. Youth forums
9. Key role in a range of community networks and stakeholder forums
10. Pugin themed community art mural on Willson House
11. Relationships with the independent Derby Road businesses
12. Key partnerships with city based organisations including Nottingham Playhouse, Refugee Roots, ChalleNGe and the universities
13. Interpretation to meet the needs of a range of audiences that can be easily managed and updated
14. Cathedral website and social media to provide ongoing promotional opportunities
15. Time lapse recording of the restoration process produced by Nottingham Trent University
16. Research by Cliveden Conservation and Architectural Heritage Practice (who prepare the conservation management plan) which will be of interest and practical value to other curators of Pugin's and other Victorian Gothic buildings with lost decorations
17. Commitment of the Cathedral to a new part time Engagement Manager role going forward
18. Annual budget provision to ensure adherence to the new management and maintenance plan, which includes maintenance of the interpretation tools.
19. A strong and growing Friends organisation with its own momentum and ideas for continued expansion.
20. Ongoing relationships with the universities which produce new ideas for collaborative research and student projects every year.
21. NTU thermo-dynamic modelling of the Cathedral via sensors and the digital twin can be replicated in other historic buildings with environment fluctuations and will help them to identify and solve their issues. This will also help with environmental sustainability decision making for many historic buildings.
22. A network will be created for sector professionals working on heritage projects within faith based sites. The project Engagement Manager has identified a skills and knowledge sharing opportunity within the sector and early consultation with peers has shown that this is needed.

## **1. Where are we now?**

Nottingham Cathedral assumes the position of a parish community, complete with the usual needs, demands, ministries, groups, and activities characteristic of any parish in the Diocese. Recognised as the Mother Church of the Diocese, it functions as the 'spiritual home' for Catholics across a significant portion of the East Midlands. Consequently, the Cathedral frequently serves as the venue for various Diocesan gatherings and celebrations. Beyond the vibrant community life it fosters, the Cathedral boasts a rich architectural history, deeply rooted in its unique Pugin heritage. The objective is to disseminate this heritage to an ever-expanding audience, extending its influence within the City and reaching far beyond its geographical borders.

### **1.1 Significance of the building and communal value**

For parishioners and Nottinghamshire Catholics, the overriding significance of St Barnabas' Cathedral is religious and spiritual. It is the principal place of Catholic worship in the city and the seat of the Bishop of Nottingham. There are about 2,500 regular worshippers, in addition to those who attend regular 'rites of passage' such as baptisms, weddings, funerals and confirmations..

However, the communal value of the Cathedral extends well beyond its core religious and spiritual function. There are about 24,000 casual visitors each year and this number has been rising. It is a goal of the Cathedral to attract a wider range of visitors, to appreciate the beauty and history of the building, and to engage in community activities.

In 2018 there were several special events commemorating the centenary of the end of the First World War. In 2019 visitors participated in events associated with The National Lottery Heritage Fund project Discovering Pugin, and in events linked to the 175th anniversary of the church. Street surveys undertaken by Nottingham Trent University (NTU) in 2019 sought to discover what people in Nottingham conceived sacred space to be, and learnt that there was a yearning for peaceful quiet spaces, including gardens. Post-pandemic, large spacious interiors are considered safer. With its quiet garden and spacious interior, the Cathedral should become more important to more people.

In 2021 the Friends of the Cathedral was established and this active group has pioneered a range of events which draw in non-worshippers. In 2022 the Cathedral participated in Heritage Open Days for the first time, and in 2023 it featured a stunning installation during the city-wide Light Night, attracting 1500 visitors over two nights. In 2024 it went on to build on that success attracting around 4000 people over the two nights. Membership of the Friends now sits at 70 which shows the fairly rapid growth the organisation has demonstrated. The Cathedral has hosted civic celebrations for Queen Elizabeth's Platinum Jubilee, a Requiem Mass to commemorate her passing, and a Coronation celebration for King Charles III. These special services brought the Cathedral more into the consciousness of the wider public in Nottingham.

The Friends of the Cathedral have found an opportunity to establish a relationship with businesses on Derby Road. This main route into the city has seen a revival in the last few years, and a range of successful independent shops, cafes and businesses have been established. An NG1 Facebook group promotes and shares the work of these businesses, with the Cathedral cited as part of the offer. Events in 2024 have established firm connections with the Derby Road businesses.

The Cathedral is of considerable communal significance, not just for its religious and spiritual value to the Catholics of the city and Diocese, but also for a large and growing number of people who wish to engage with the building and site as a place of beauty, architectural and historic interest, calm and wellbeing, and as a centre of community outreach and activity.

## **1.2 Improving access and understanding**

Consultation has showed that there is a lack of knowledge and awareness about the Cathedral among residents of the city and county, potential collaboration partners, and heritage groups. People often confuse the Cathedral with St Mary's, the Anglican church in the Lace Market.

In 2023 the Friends renewed the Cathedral's website and remain responsible for its maintenance via skilled volunteer support. It now has excellent content and high quality imagery describing the Cathedral's heritage, and is updated regularly. With the support of Friends, the Cathedral is also active on social media. Content is professional, consistent and relevant, and currently focuses on project activity. Targeted social media advertising has been successfully used to promote Heritage Open Days, Discovery Days and Light Night.

There is no Cathedral guidebook, but the Friends have produced information leaflets which allow visitors to undertake self-guided tours. During 2022 and 2023 the Friends piloted guided tours on an ad hoc basis, e.g. on Heritage Open Days and responding to requests from schools and civic groups. From 2024 they are offering a regular monthly tour schedule which can be adapted to meet the needs of specific groups.

As part of the Restoring Pugin project development phase, many more events took place during 2023 and 2024, with the purpose of engaging a wider range of people and placing the Cathedral on the tourism map of the city. As well as participating again in Heritage Open Days and Light Night, the Cathedral has hosted and organised academic and specialist networking events and seminars, family craft activity workshops, tours and trails, schools' learning activities (on and off site) and information days for the congregation. It has collaborated with its neighbour the Nottingham Playhouse on events and taken part in the city-wide Festival of Science and Curiosity, an initiative of the University of Nottingham. The project has allowed the Cathedral to explore many new opportunities for collaborative working and partnership events.

## **1.3 The aims of the Restoring Pugin project:**

1. To restore the east end of the Cathedral to A.W.N. Pugin's original vision for it as a neo-Gothic masterpiece
2. To improve the skill base of the paint conservation sector by offering a paid internship
3. To explain the science and art of historic paint research and conservation to a wider public via a series of events to different audiences including schools
4. To put the Cathedral on the heritage map of Nottingham so that the story of Pugin and the beauty of his work can become better known via improved interpretation materials
5. To promote heritage career options to young people from communities who would not normally consider them, with a focus on neural diversity and inclusion
6. To work with Nottingham Trent University to develop a VR experience to explain the changing paint schemes of the Cathedral
7. To work with Nottingham Trent University to develop a video game experience to exploring the impact of different conservation interventions
8. To engage and train a wider range of volunteers in visitor engagement and event management skills, building on and upskilling the existing Friends of the Cathedral
9. To attract a wide range of new visitors to the Cathedral engaging with new interpretation materials and activities
10. To be an active partner in Nottingham and county heritage events and initiatives

## 1.4 Mission

As part of the previous Discovering Pugin project, the project team took part in workshops to define the vision and mission for St Barnabas and aims and objectives which would allow them to achieve this. This is the guiding vision that sits behind plans for the site and will be used to ensure that decisions are made based on the needs of the Cathedral, its congregation, and the wider city.

*Our vision* is to be a sacred space for all: welcoming people for worship, to explore our rich heritage, and to enjoy our community.

*Our mission* is

- Share our faith and community with all visitors, engaging them in the life of the Cathedral and its involvement with Nottingham's wider communities
- Conserve the Cathedral before important historic features are lost
- Raise funds to improve our facilities so we can continue to be a viable and vibrant place
- Celebrate Pugin and the wider heritage of the Diocese and its long history of caring for the people of Nottingham.

**Aim 1:** Maintain and grow our faith and community in our long-established role as a missionary church.

*Objectives:*

- A. To nurture our diverse community in their journey of faith.
- B. To create opportunities for people to explore the Gospel values.
- C. To continue being a missionary church serving the needs of the people of Nottingham.

**Aim 2:** Conserve and maintain our buildings.

*Objectives:*

- A. To raise funds to conserve, redecorate, and restore areas of Pugin's original scheme.
- B. To maintain and conserve the Cathedral fabric in good condition throughout.
- C. To improve the Cathedral heating in line with our environmental goals
- D. To explore how the other buildings on the Cathedral site can support our vision and mission and raise funds for this work where necessary.
- E. To ensure these capital works are supported by a Business Plan which allows for ongoing maintenance.

**Aim 3:** To celebrate Pugin and the wider heritage of the Cathedral and the Diocese with existing and new audiences.

*Objectives:*

- A. To tell the story of Pugin at Nottingham Cathedral through a variety of media.
- B. To highlight the stories of key individuals from the history of the Cathedral, e.g. Bishop Robert Willson (parish priest and later Bishop of Hobart) and Venerable Mother Mary Potter, and celebrate their legacy and contributions to Nottingham.

- C. To offer a series of annual events which will attract a different audience to the Cathedral e.g. Heritage Open Days, Light Night, Festival of Science and Curiosity, the Big Swap and to respond to other opportunities which arise.
- D. To ensure that these and other ad hoc events meet the needs of a wide range of audiences in particular those with special educational needs and disabilities.
- E. To provide fixed and portable interpretation accessible for different audiences in a range of media.
- F. To offer a welcoming threshold – ensuring signage and interpretation encourage casual visitors.
- G. To build relationships with new groups supporting those most in need in the community e.g. Refugee Roots, Nottingham Christian Action Network, SEND keyworking team.
- H. To build relationships with neighbours e.g. Nottingham Playhouse, St Joseph's School, and Derby Road businesses.

**Aim 4:** Sustainability Objectives:

- A. Continue to develop the community to encourage giving of resources to support the Cathedral.
- B. Appoint and maintain an Engagement Manager or similar to continue our outreach work
- C. Nurture and encourage the Friends of the Cathedral
- D. Build the volunteer base and offer continuous training to fulfil our vision and mission
- E. Develop and maintain a Business Plan and Management & Maintenance Plan.
- F. Actively meet our environmental responsibilities and promote this work within our wider community.

## **1.5 The Heritage**

Nottingham's Roman Catholic Cathedral was designed by Augustus Welby Northmore Pugin (1812-1852) and completed in 1844. In his short life he was one of the most influential champions and exponents of Victorian Neo Gothic architecture and decoration. The Cathedral at Nottingham was one of his proudest achievements but sadly his decorative scheme has been covered over by many subsequent paint layers.

*Quote from the Conservation Management Plan- As both literally and figuratively a landmark building in the local and national revival of Catholicism, built by a pioneering priest and bishop who had a major impact in both England and Australia, and as one of the churches funded mainly by the Earl of Shrewsbury, the most generous Catholic patron of the day, Nottingham Cathedral is of considerable historical value.*

The Cathedral Church of St Barnabas remains Nottingham's only Cathedral – the Anglican Cathedral church is Southwell Minster. The Cathedral's 150 ft spire is an iconic landmark in the city centre Wellington Circus Conservation area. Derby Road, which was open fields when the Cathedral was built, is now a busy city centre street, ten minutes walk from the Castle or the main shopping centre, and five minutes from the Old Market Square. Nottingham Playhouse Theatre and the Albert Hall concert and conference venue are adjacent. Wellington Circus, a gated green space, is situated to the rear.

As well as the Cathedral itself the Cathedral site comprises:

1. Cathedral House - residence of the Cathedral clergy and Cathedral offices

2. Cathedral Hall - a 1980s built multi-purpose hall with kitchens and storage
3. Garden
4. Walled graveyard originally associated with the adjacent convent (converted to housing 1990s)
5. Willson House – formerly diocesan offices and archive but now disused owing to concrete failure
6. Car park and garages for five vehicles used by clergy and staff.

## 1.6 Why now?

- The Cathedral is in urgent need of redecoration, having suffered some rainwater incursion and the effects of rising damp. Both are now under control.
- There is increased interest in the work of Pugin and Victorian Gothic period, partly as a result of the restoration of the Palace of Westminster.
- New paint sampling techniques have enabled us to rediscover the Pugin scheme, colours and stenciling patterns.
- The Cathedral is well-used by its own parishioners and by its wider diocesan community. But it is not as well known among the wider community in Nottingham as it should be. There is a strong desire to change this by becoming a more interesting and relevant heritage visitor attraction.
- The Bishop's new vision for the Diocese seeks to offer more practical outreach to support disadvantaged people using development opportunities at the Cathedral site to model best practice.
- The restoration project offers opportunities to contribute to delivery of local, regional and national strategies for heritage, in particular to develop heritage conservation skills and to diversify the heritage profession by opening the possibility of heritage careers to those who do not normally engage.
- The pandemic has exacerbated existing mental health problems and disabilities in children and young people locally and across the country. Consultation has shown us that working in an inclusive way with neurodiverse young people in schools at this time in a programme to promote heritage career options would raise hopes and aspirations and improve mental health.
- Our partner Nottingham Trent University, has developed new digital technologies which can enhance both the Cathedral's conservation and its objectives to diversify the heritage workforce.
- The 175<sup>th</sup> anniversary of the elevation of St Barnabas Church to Cathedral status in 1850 is approaching during the timeframe of this project and will assist in fundraising and raising the profile of the project.
- The development phase has shown how much potential exists for the Cathedral to become a community hub, and collaborate with other community partners within the city.
- The Diocese have made a financial commitment to the development of the Cathedral's community engagement work by funding the project Engagement Manager to continue in between the two phases of the funding.



## **1.7 Restoring Pugin- a step change for Nottingham Cathedral**

The Cathedral is at a critical moment in its history and development. The development phase consultation and pilot testing has demonstrated the potential of the site as a community and heritage asset. The project team have been able to identify a range of opportunities for people to engage with the site in an inclusive way, non-faith-based way.

From pre-development phase consultation we know that the majority of people in Nottingham do not consider the Church to be relevant to them and their lives. As a city centre church and heritage attraction, Nottingham Cathedral is very well-placed to engage wider audiences with gentle encouragement, enabling an experience of the sacred space that can be inclusive to all audiences.

The Cathedral clearly can have a role as a heritage attraction alongside its primary function as a place of worship. Our consultation has shown that some of the churches and Christian organisations across Nottinghamshire are doing outstanding engagement work which they have balanced carefully with their religious priorities. The Cathedral is not alone in facing the challenges of exploring its identity as both a place of worship, and as a heritage and community asset and we have explored those shared challenges with similar organisations later in the Activity Plan. The Diocese are to be applauded for their commitment to widening access to the church and their commitment to engaging new audiences.

## **1.8 Partnership with Nottingham Trent University and development of Pugin's Revival**

The development phase of Restoring Pugin has involved extensive partnership work with Nottingham Trent University to develop a digital twin of the Cathedral, and a VR and interactive game experience. The aim was to develop a digital game-based learning environment to support conservation and heritage education. The target users are aged 12- 16 years in age.

The project built on the existing VR model of Nottingham Cathedral and the learning outcomes to be achieved by the player are:

1. Gain a comprehensive understanding of the history and significance of Nottingham Cathedral.
2. Acquire knowledge about Augustus Pugin's architectural contributions.
3. Recognise the importance of heritage conservation and the reasons behind protecting cultural landmarks.
4. Identify the primary causes of humidity, mould, and cracks in historical buildings.
5. Learn preventive measures to protect historical buildings from cracks, mould, and high relative humidity.
6. Understand effective methods for repairing cracks, removing mould, and reducing humidity to maintain the integrity of historical structures.

The game storyboard has been developed collaboratively by children during the development phase. It centers around an adventure game where players embark on a quest to preserve the Cathedral.

In this immersive experience, players encounter and battle monsters that symbolise real-world threats to historic structures, such as humidity, cracks, and mould. Through engaging gameplay,

players learn about the causes and effects of these issues and discover effective strategies for prevention and repair.

Extensive work has been undertaken during the development phase including storyboard workshops and testing, and consultation with a range of schools. The project team chose to focus much of this work on SEND schools as early consultation showed a high level of interest from teachers. There were also some very clear synergies with gaming and the preferred learning styles of SEND children.

A full report of the development and testing of the game can be found in Appendix 1

## **1.9 Changes since Round One**

### **1.9.1 Investment in engagement and participation across the organisation**

The development phase has demonstrated a step-change for the organisation, and the success of our pilot testing and profile raising activities has shown that the Cathedral is now exploring its true potential for engagement. The benefits of this engagement testing have been recognised widely throughout the Cathedral and the wider Diocesan team, and £12,500 has been committed from the Diocesan Mission Enabling Fund (MEF) matched by £12500 from the parish, to continue the work of the Engagement Manager, Helen Sharp (nee Martinez), in between the development and delivery phases. The approach for the Mission Enabling Fund project was instigated by the Friends of the Cathedral who saw the value and potential of what had been achieved. They also identified that the partnerships and community participation work that were established during the development phase could be lost or damaged by a gap in the project. The project work will lay the groundwork for the delivery of the Activity Plan in 2025.

This work has already commenced and will achieve the following outcomes prior to the Delivery Phase work starting:

- Development of events programme and creative workshops including the installation of a planetarium for Festival of Science and Curiosity 2025.
- A plan for a wider participation event to be held as part of Light Night, in partnership with Nottingham Playhouse using the North Circus Street gardens.
- Places of Welcome networking event to be run in partnership with Transforming Notts Together. This will be the first event of its kind and it is a testament to the relationship building that has taken place during the development phase that the Cathedral has been chosen as the host venue. The CEO of Warm Welcome Spaces David Barclay will be the guest speaker.
- Progress with volunteer recruitment and management procedures
- Development of relationships with key community partners and stakeholders which will not only bring participation outcomes during this interim period, but will also lay the groundwork for work to start in the delivery phase.
- Outreach work with the Nottinghamshire Refugee Forum, and SERCO who provide support services with asylum seekers in the city of Nottingham.
- Pilot testing of activities with the Nottingham Womens Centre

### **1.9.2 Focus on a broader range of target audiences**

Work undertaken during the development phase has identified wider audience engagement opportunities for the project. We have explored a range of innovative ways to work with a wide

range of partners to build our potential audiences. Consultation and pilot testing has led to the project team being able to strongly define the need within a wider range of target audiences.

Our target audiences have been expanded to provide an additional focus on:

- SEND families
- Refugee and asylum seeker communities
- Derby Road organisations
- Young adults

The development phase has included extensive work with newly established community partners. This work has enabled us to determine the Cathedral's potential to be a place of welcome for all, and imbed itself as a community hub.

**Quote from Zoe Sussmeyer, CEO of The Big Swap- following a pilot testing event in June 2024**

*"We have really enjoyed working with the Restoring Pugin project team at Nottingham Cathedral this year to run a community clothes swap event. This was our first swap at the Cathedral and it was an absolute success. I want to thank all the people who worked on the event at the Cathedral in particular Helen who saw there was an opportunity to try something new and engage different communities by widening audiences. We have over 15 years working in the heritage sector and I know how important that it is and how heritage sites need to respond to change and to changes in climate. People and communities are changing so it felt very special to be at the Cathedral and it worked so well. The staff and volunteers were all very welcoming, interested and supportive. On the day people were asking lots of questions and so interested in what we were doing. It was really interesting to see the inter-generational atmosphere, there were lots of regular parishioners and for us it was the first time ever we introduced children's wear to our clothing swaps. This was the first time we felt confident enough to engage with our younger audiences and that was because of how comfortable we were made to feel at the site. I sincerely hope we can look to do something together in the future."*

### **1.9.3 Holistic approach to the Cathedral site**

Through the research and pilot testing that has taken place over the past year we have learnt that a more holistic approach to the site will be hugely beneficial for Restoring Pugin. For this reason we have built in wider use of the garden and the hall, and the Derby Road route through to the Cathedral. We are focussing heavily on the visitor journey across the entire site, not just within the walls of the Cathedral itself.

### **1.9.4 Approaching community engagement within a challenging space**

An ideal location for community engagement and welcoming new audiences would be a neutral space. The Cathedral, as a Catholic church, is the opposite of what would be defined by the definition of a neutral space, which makes community engagement more challenging.

Our holistic approach to the site and use of the gardens and hall will enable us to create less formal spaces for community activities enabling people to feel more comfortable at the Cathedral.

### **1.9.5 Volunteer development and the Friends of Nottingham Cathedral**

A wider focus has been placed on both the development and upskilling of existing volunteers and Friends, and the recruitment of a range of new and pivotal volunteer roles. These changes will ensure that the project is sustainable both during and beyond the life of the delivery phase. It will also enable us to have a wider programme of volunteer engagement for the community.

### **1.9.6 Changes to the capital works programme**

The project scope differed from that in the Conservators Brief in order to fit within the Cliveden Conservation budget. The brief had suggested up to 60% of surface area be uncovered/investigated in the east end. This proved to be impractical and unnecessary. In the end 92 stratigraphy “windows” were uncovered, over 50% more than specified by Cliveden’s proposal.

It was agreed that the Conservators would not undertake any investigations in the nave. It had been hoped that limited nave investigations would enable us to reproduce six different Cathedral paint schemes for a VR model showing how the Cathedral interior had changed over time. This proved impractical given time and budget constraints. Instead the VR model shows the current 1990s scheme, the 1960s scheme and the 1894 scheme, all from photographic records.

The original methodology for reinstating the original decorations was to line the surfaces with paper. This is not now the preferred methodology. Instead the surfaces will be cleaned, primed and prepared and paint applied direct.

It was originally hoped that the NTU humidity and temperature monitoring would provide a solution to the damp and condensation problems. A solution has not been found. However, thanks to the NTU analysis, the design team now fully understand the nature of the problem, which is not condensation. Damp in the east chapels was in fact caused by failing leadwork and rainwater goods. Roof repairs November 2024 to January 2025 will solve this problem. A digital model has further shown that adding some ventilation to the tower in summer months will decrease humidity in warmer weather. This will further protect the paint. As the development stage work progressed it became clear that some minor reordering works would be required e.g. moving choir stalls - partly to gain access to decorations hidden behind, and partly to create circulation space for visitors. Some sanctuary reordering (rood and baldacchino) was also indicated. These have been added to the budget. This is fully described in the RIBA Stage 3 report.

In the development stage we employed two paint conservation trainees. It was originally planned to have two trainees for the delivery stage also. However, the delivery stage programme has increased from 52 to 66 weeks. And the costs we need to allow have more than doubled per trainee. In the development stage we did not allow sufficient budget for travel and subsistence as we assumed we would find local trainees. Nor was minimum wage sufficient payment, according to ICON. Given the cost for a single trainee is therefore now almost £60,000 (compared to £41,800 for two trainees in our original budget) we have decided to employ only one in the delivery stage. It should be noted that one of the development stage trainees, Mary Scott, progressed so well that she has been engaged by Cliveden Conservation on other projects since completing the development stage work in April. She will be offered a role as part of their work in the delivery phase.

### **1.10 How have we responded to feedback?**

The committee feedback from our stage 1 application was to “take a creative approach to the Activity Plan development, ensuring cohesion with the capital works” We feel that the approach we have taken is ambitious, creative, and in line with both The National Lottery Heritage Fund investment principles, and the Diocesan mission.

One of the biggest changes to our proposal for working with new audiences arose as a result of us identifying and responding to need within the community. Our project team have been able to use the consultation and pilot testing opportunities throughout the past year to learn from established and new partnership organisations about where the need and demand exists for engagement.

We have taken on board the committee feedback from our Round 1 application which stated that the project was too focussed on school participation and needed to broaden the range of target audiences. The Round 1 application had a larger focus on education delivery within the project. The development phase has provided us with the opportunity to test and define what the need is for heritage career workshops and resources, particularly within SEND schools and training organisations.

### **1.11 Project delivery period**

We have changed the length of the Activity Plan delivery period from 12 to 21 months. The capital works programme is 15 months with an additional 6 months for Activity Plan and interpretation plan outcomes to be delivered.

### **1.12 Operational infrastructure**

During the development phase we found that there were some challenges running bigger events on site at the Cathedral due to the lack of staff resource and infrastructure. One piloted event clearly had the potential to be much bigger and higher profile, but the decision was taken to scale it back because of concerns over operational support.

A plan has been created for the delivery phase to include the higher profile version of the event with a robust set of organisational support requirements to ensure it can be managed efficiently. We will also work in partnership with Nottingham Playhouse to collaborate and share resources.

### **1.13 Volunteer management**

The development phase has highlighted some issues with volunteer management and infrastructure as the Cathedral does not employ paid staff beyond administration support. For this reason we have developed a plan to upskill the Friends to support new volunteers, and a new post of Welcome Lead which will focus on support and training of volunteers.

### **1.14 SEND School focus**

One aim of the project is to inspire young people who are neurodiverse into a heritage career. For this reason our Engagement Manager dedicated time in the early project stages to consulting and developing partnerships with SEN schools. This has resulted in a different approach and delivery method to working with schools which we believe is more achievable and has more project relevant delivery outputs.

This approach also enabled us to determine the best way for the architectural heritage conservation game to be used within bespoke educational settings. It has also resulted in us being able to adapt a broader delivery model for schools programming than that originally proposed at stage 1.

SEND schools have a greater degree of flexibility within their timetabling and programming which enables them to be more creative with their approach to curriculum delivery. Through consultation and testing of the game it has also become clearer that the game meets the learning needs and preferred learning style of SEND children. We have learnt that digital technology has the potential to greatly enhance the learning experience for SEND students and therefore the game is well placed to target SEND schools directly.

There has also been a real interest from SEND schools in volunteering opportunities, placements and work experience which has also been incorporated into the plan.



### **1.15 Refugee Roots**

Over the course of the development phase the project team have strived to build and strengthen a partnership with Refugee Roots. The Nottingham based Christian charity aims to provide a sense of welcome and belonging for those who are navigating the challenges of trying to build a new life in

the UK. Their work involves support, friendship and opportunities to take part in activities and workshops across the city.

Early consultation took place with Refugee Roots in Autumn 2023 through the team's involvement in the Christian Action Network. It became clear from these conversations that there was a lot of potential for the Cathedral to become part of the offer for refugees and asylum seekers.

Consultation with Refugee Roots identified that their sustainability strategy for creative engagement was based on recruitment of an Art Coordinator post funded by Arts Council England. This post would work with organisations across the city to provide creative and art based workshops for their service users. Partnerships had already been identified with organisations such as The National Justice Museum. It became clear that if the Cathedral could offer infrastructure to support some activities, we also could help support Refugee Roots engagement work.

We held a pilot event at the Cathedral to see whether their service users would travel to and feel comfortable at the building. In consultation with Refugee Roots the project team designed an activity which offered something new, and would inspire people to learn more about the project and the Restoring Pugin work. The activity identified was a fused glass workshop with local artist Dawn Turner. Each participant would create a fused glass star inspired by the original star covered ceiling in the Cathedral.



Image: fused glass stars created at the workshop

The Refugee Roots team stressed that it was still possible no one would attend the workshop as they often struggle to engage people, especially at a new site. The team were delighted on the night that all fourteen people arrived and participated

Because of the sensitivities around working with people from refugee or asylum seeker backgrounds, we decided not to carry out formal consultation or evaluation as part of the workshop.



It was possible however to carry out some informal qualitative consultation to inform Activity Planning.

**Outcomes from the pilot testing:** it was clear from the workshop that people would travel to the Cathedral for the right activity, and that a relationship could develop from further work in the delivery phase. The plan to offer free holiday activity programming was identified as a way to fulfill a gap for families within their programme. They were keen to see a programme of creative workshops offered as part of the delivery phase.

As a result of the success of this first pilot we went on to deliver a family embroidery workshop, and a focus group activity for Refugee Roots service users during the development phase. Further work is planned for the period between project phases with extended partnership working with the Nottinghamshire Refugee Forum, and SERCO- a Nottingham based organisation that support refugees and asylum seekers in the city.



Image: participants at a creative workshop for Refugee Roots families

### **1.16 Focus on use of the garden**

The consultation and pilot testing work we have carried out in the development phase has shown us that the garden is a true asset of both the Cathedral, and the Derby Road area. We have used the garden extensively for events including the Festival of Science and Curiosity, the Study Day and the Derby Road Clothes Swap event.

Consultation with Transforming Notts Together and Christian Action Network demonstrated that the garden is seen as a place of tranquillity and calm amongst the busy environment of Derby Road.

As a result of this we have focussed Activity Plan delivery around use of the garden space whenever possible, and developed an idea for a Derby Road Feste event.



## 1.17 How does the Cathedral engage people

Rt Rev Patrick McKinney, Bishop of Nottingham, developed a new vision for the Diocese of Nottingham which was first promulgated during 2019. It has three themes:

Encounter (pray) - to ensure that people of all ages in our parishes, schools, and chaplaincies are helped to discover, or discover more deeply, the importance of a personal encounter with Christ.

Discipleship (follow) - to encourage each of us to hear and respond to Christ's invitation to be his disciples, to follow him more closely, and to seek to serve him generously in our daily lives.

Missionary discipleship (lead) – to become outward-looking Christians who bear witness to God's love in our service of our brothers and sisters, especially those most in need.

By living out missionary discipleship Bishop McKinney intends that parishes should serve their communities by reaching out to those in need in practical ways. Many parishes support or manage food banks, night shelters and other local charities, but more can be done. A training programme for parish priests is being rolled out in the Diocese, in order to seed models of good practice and inspire involvement from more parish volunteers. As the most prominent parish of the Diocese, the Bishop wishes the Cathedral to be the flagship model – a centre of faith, community and wider service.

To this end the Diocese commissioned a site masterplan for the Cathedral in 2021. Its city centre location and its capital assets mean that the Cathedral in its wider site has excellent potential and opportunity to make a significant impact. APEC Architects were appointed to undertake local stakeholder consultation both with the diocesan community and the wider community to understand the most pressing social needs and to what extent the Cathedral could offer support through its site, buildings and people.

Consultation found that housing was the most pressing need in Nottingham. Many social problems stem from homelessness and insecure or unsuitable housing. It was agreed that the Diocese would explore partnership with registered social housing providers to develop Willson House (former diocesan offices) as supported accommodation for people with mental illness and disabilities, with the Diocese retaining the ground floor as a social centre for drop in activity such as dementia café, Place of Welcome and small scale events. The 1980 Cathedral Hall would be demolished and the site expanded to accommodate diocesan offices and a series of flexible hall and meeting spaces with improved toilet and kitchen facilities.

- Entrance to the site currently is mostly through the Cathedral, which can be a barrier for those unfamiliar with religious buildings. There is an entrance off Wellington Circus into the car park and an entrance off College Street directly into Cathedral Hall. Very little green space exists in the area making the grounds of the Cathedral an important but little known resource.
- The Cathedral is open 7am to 7pm and offers daily Mass and all the sacraments, as well as four Sunday Masses. The new diocesan Director of Music has established a choral project in all the city's Catholic schools resulting in wide participation and two excellent choirs which sing at Cathedral services.
- Our congregation numbered 760 in 2019, and then reduced to 475 in 2021, post pandemic. Congregation numbers and income declined sharply during the pandemic, although Masses

went online. But, as with all city centre parishes whose original congregations have mostly been displaced by shops and offices, the numbers attending and the impact of the building has been changing over recent years. There is a strong desire to reconnect the Cathedral with the wider city, as a landmark, as a heritage attraction, and as an oasis of peace and tranquillity, for the whole community. Numbers had grown back to 720 in 2023 but leapt to 900 in 2024. We believe the impact of Restoring Pugin is largely responsible for this increase.

- As well as being a city centre parish and landmark, the Cathedral serves a large and diverse Diocese covering Leicestershire, Rutland, Lincolnshire, most of Derbyshire, and most of Nottinghamshire, with rural, coastal and inner city areas. There are 125 active clergy, 110 parishes and 86 Catholic schools (69 primary, 15 secondary and 2 independent) in the Diocese and a number of diocesan events such as the annual Chrism Mass, are held through the year to which congregations come from across the region.
- The Cathedral Hall is well used by local groups and in 2021 Nottingham Playhouse took up a long term residency for a range of community participation activities with hard to reach groups. During the development phase the hall has become an integral part of our engagement delivery model and has become a more vibrant part of the site.

### **1.18 Visitor Experience**

Through the work we have done this past year visiting other Cathedrals and religious heritage sites, it is very clear that the Cathedral is at the start of its journey as a tourism attraction. We are aware that this project alone cannot achieve everything the Cathedral has the potential to become. We do however recognise that it is a huge step forward for the Cathedral in terms of the visitor experience, and through the delivery of this Activity Plan we can deliver a quality heritage offer for all visitors.

We recognise that we will only get the opportunity to start this journey once, and that our choices now will influence the direction of travel for all subsequent development work at the Cathedral. This Activity Plan has been written with this in mind, and we firmly believe that the project will be the start of a long and exciting journey for the Cathedral.

### **1.19 The role of the Friends in developing audiences**

The Cathedral Friends was formed not long before submission of the Restoring Pugin bid in May 2022 and now numbers 70 people. They have taken many initiatives to put the Cathedral on the heritage map of Nottingham, for example:

- Heritage Open Days— including new interpretation materials, borrowing and displaying a collection of Pugin designed church regalia, vestments and furniture from around the Diocese, and organising guided tours.
- Offering guided tours at other times and for different audiences e.g. schools children and Cantonese speakers (this is a significant new community in Nottingham)
- Developing the new Cathedral website
- Undertaking research into the Cathedral story in order to update the current guidebook
- Organising Cathedral participation in Nottingham's Light Night for the first time in 2023 and subsequently in 2024
- Organising many aspects of the City's Requiem in honour of HM Queen Elizabeth II

Their aim as part of the project will be to involve the Cathedral parish and wider community in all activities both as participants and volunteers, in order to increase membership of the Friends, to ensure wide ownership of the project and deeper understanding of the Cathedral's story as part of Nottingham's heritage.

Quote from focus group with the Friends June 2024:

*"I think it is important to restore the Eastern Chapels for their use and appreciation, for worship, and for cultural and historic significance - they are an example of how the faith can be shown through the arts." "The Cathedral is largely unknown in Nottingham, and it is one of the jobs of the Friends to raise its profile. It would be good to achieve a greater landmark basis, both on a large and small scale."*

### **1.20 Developing the engagement offer**

We have demonstrated a strong commitment during the development phase to widening engagement, and testing the potential to diversify audiences. This has led to a real breakthrough in exploring a new identity for the Cathedral moving forwards.



Image: Creative practitioner Mary Broddie demonstrating mindful embroidery at a pilot event at the Cathedral.

### **1.21 Pilot testing and welcome**

Consultation with non-users has revealed that many people are unsure about the welcome they might receive at the Cathedral. People are unsure if they can participate in activities if they are from a non-Catholic denomination, or from another faith (or none). Similarly, feedback from heritage professionals within the county suggested that respondents were unsure about the heritage offer at the Cathedral and whether this was something they would be welcome to explore if they weren't Catholic. Family events and other activities have been a useful way for the Cathedral to build its profile and encourage people to perceive it as somewhere to visit, rather than simply as 'the Catholic Church.' More work is needed to build up these relationships and to establish the Cathedral as offering a 'friendly and inclusive welcome'.

The lack of signage and visible welcome at the Derby Road entrance means that visitors are often unsure whether the Cathedral is open, and what activities may be taking place that day. A simple 'A' Board placed on the pavement during events has proved useful in encouraging walk-in visits, however a meet and greet welcome from a volunteer, alongside high quality signage with the right language would be preferred.

The somewhat dark entrance and two sets of entrance doors from Derby Road create a barrier for people visiting for the first time. As well as partly obscuring architectural detail, the noticeboard in the north porch can be untidy and give the impression that the Cathedral is only for those for whom the notices are relevant. This is particularly an issue for those who may not be regular church visitors and may find the environment unfamiliar or even intimidating. More work needs to be done on the visitor offer upon entering the Cathedral, as without welcome signage and 'meet and greet' guides it is not clear how casual visitors will be engaged.

The development phase has enabled us to gather more data to determine issues that need addressing with site orientation, signage and welcome and therefore our Activity Plan now aims to address some of these issues as well.

### **1.22 Sense of Place**

The development phase has provided us with the opportunity to assess the Cathedral's identity within the community and the city. We have been able to carry out intensive consultation work to determine how people perceive or experience the Cathedral and what it has to offer.

We have explored the Cathedral's place within its locality on Derby Road, make progress with initiating relationships with local businesses and raised awareness of the engagement work the Cathedral has been piloting.

We have worked together with Nottingham Playhouse to pilot test a co-curated event for Light Night in the development phase. The Activity Plan details further partnership work on a larger event to bring together the Derby Road community, again working with Nottingham Playhouse.

The potential for the Cathedral to have a sense of place as a community hub has also been championed during consultation work with Christian Action Network Nottingham and Transforming Notts Together. Other organisations within the city see many ways in which the Cathedral can make placemaking part of its identity.

The Cathedral also has the benefit of the Mary Potter Heritage Centre being located just a few minutes' walk away. The centre tells the story of the Venerable Mary Potter, who founded the Little Company of Mary Sisters in July 1877 and whose final resting place is the Cathedral. The centre houses a range of exhibition materials and interpretation and is free to visit by appointment. It has become apparent during consultation that people are unaware of the existence of the centre and would certainly be interested in visiting it as part of a joint visit to the Cathedral. Our plans to develop awareness of the wider offer surrounding the Cathedral, and the community assets that exist in this area, will include the Mary Potter Centre.

### 1.23 Events and partnerships

The project Engagement Manager in consultation with the project team made the decision to increase the target of 4 pilot testing events promised within the Stage 1 bid to over 40 events delivered within the development phase. The rationale for this was:

**1.23.1 To robustly test different ways to attract a family audience.** From early research undertaken within the development phase it was clear that the only families engaging with the Cathedral were the congregation, and children that took part in the children's choirs. It was integral within the development phase to test the feasibility of attracting a more diverse range of family audiences from across the city and beyond that were coming to the Cathedral for a non-faith experience. Later in the Activity Plan we will describe how we successfully grew family audiences in the development phase by testing, and getting the offer and most importantly the welcome right.



Image: participant at a Pugin embroidery workshop in the Cathedral Hall

**1.23.2 To explore and take advantage of new partnerships within the city.** These have included new partnerships with Nottingham Playhouse, Ignite Festival of Science and Curiosity, and the Big Swap- a city centre based organisation that supports with place making events and festivals around the theme of sustainability. Our Engagement Manager is now a regular attendee at networks and

forums including the ChalleNGe city wide cultural partnership, and Christian Action Network. We have also more recently started to develop partnerships with the Nottingham Refugee Forum, Serco (asylum support services) and the Nottingham Women's Centre. Partnership work in the delivery phase will include these key organisations.

The Activity Plan takes account of the position the Cathedral is in now- as a result of the successful work undertaken in the development phase.



Image: families engaging at a Pugin embroidery workshop

### **1.24 Volunteer engagement and infrastructure**

A huge amount of work has been undertaken during the development phase looking at existing volunteer programming, and what needs to change within the organisation to enable it to attract and retain a diverse range of volunteers.

Through consultation with the Diocesan and Cathedral staff, Friends of the Cathedral and direct consultation with different groups of volunteers, we realised that there were gaps in volunteer policy and process. These include supervision, support, induction and training. For these reasons the delivery of the volunteer engagement during the development phase has focussed on work placement students from both city universities which has produced some highly successful results.



We have also worked with volunteers from the congregation organised in collaboration with the Friends, mainly for larger scale events.

The plan for the delivery phase is to establish and embed the correct infrastructure model for volunteer support to ensure that we can recruit and retain a wider range of volunteers. Consultation and follow up work with the Nottingham Volunteer Centre has led to us being able to identify the need for Volunteer Leads. The advice from the Volunteer Centre, and a model that they have seen yield results for them has been to recruit these key roles first. There are already key members of the Friends management committee that undertake leadership roles but on an informal basis.

*Quotation from volunteer leader- HODs 2023:*

*“During the past week, we had a group of individuals who came together, bringing a wide range of skills and experience, to support our Cathedral. The spirit was so positive and mutually supportive that I felt we worked as a real team. And the end result - what we offered to our visitors-was all the better for it.”*

## **1.25 Work placements and partnerships with city universities**

During the development phase we have worked closely with both city universities-Nottingham Trent University and the University of Nottingham. Initially we worked with the employability teams to advertise volunteer opportunities, and we also did some targeted engagement work with MA students at NTU studying Digital Architecture.

The response to placement opportunities and demand for places has been very encouraging. In the second half of the development phase we offered placements to MA students enrolled on the NTU MA in Heritage Management course.

<b>Student placement</b>	<b>Number of students</b>
BA Heritage Module UoN 2023	35 hours x 5 students
BA Heritage Module UoN 2024	35 hours x 2 students
MA Architecture in Context NTU	15 students
NTU Heritage MA students	2 students- 30 hours each

## **1.26 What does the volunteering offer look like at present?**

The Friends of Nottingham Cathedral was established in 2021 to complement the Cathedral’s mission to become a landmark destination within the City and better known across the Diocese. They have ambitious plans to further promote our unique heritage, to build a stronger more visible and active presence in the region and to encourage everyone across the Diocese to become more involved in the life and mission of their ‘mother Church’.

The Friends aims are:

- To preserve the heritage of the Cathedral to ensure it can be enjoyed by future generations
- To promote the mission and ministry of the Cathedral in the Diocese and in the wider community.
- To progress the work of the Cathedral through activities to increase its footfall and presence in the City and County.

What they do:

- We support the Cathedral and Diocese in promoting the immense local and national importance of the Cathedral, particularly given the redevelopment grant and associated efforts
- We provide support and funds for special projects and activities within the Cathedral
- We raise funds for specific, targeted efforts to enhance the Cathedral and facilities.
- We host events which will attract widespread interest and participation, and provide support for other Cathedral and Diocesan events.
- We promote a network to connect the community in the fabric and life of the Cathedral and foster spiritual, social and professional connections.

### **1.27 Friends of Nottingham Cathedral Management Committee**

Made up of members of the Friends who have “relevant professional expertise and would like to play a more active role.” They are involved in organising and assisting at various events at the Cathedral, such as concerts, and frequently have events exclusively for the Friends, including previews to events such as an art exhibition, drinks and nibbles before concerts, and meetings with the Bishop.

### **1.28 Other volunteer groups**

#### **1.28.1 Readers**

Readers are parishioners who read the readings at Masses, on a rota basis. These include the daily Masses as well as the many Sunday Masses.

#### **1.28.2 Vergers/Stewards**

Vergers volunteer before, during and after the Masses, particularly at the busier Masses at the weekend. They are a friendly face for all parishioners and Mass attendees, both regular and new. Vergers also assist at larger diocesan events or concerts at the Cathedral, offering “a warm welcome to all who attend the Cathedral and ensure the safety of the congregation/audience at various celebrations and events.”

#### **1.28.3 Cleaners**

The cleaners clean the interior of the Cathedral weekly.

#### **1.28.4 Flower arrangers**

The flower arrangers provide and arrange the flowers for the week, ensuring fresh flowers are ready for the Sunday Masses, and that they are liturgically appropriate.

#### **1.28.5 Social Centre**

Volunteers help out with providing refreshments in the Cathedral Hall. Friday lunches are an opportunity for parishioners to meet each other every month from September to July, raising money for the Cathedral.



#### **1.28.6 Musicians**

The Cathedral has a number of choirs, most of whom are volunteers, outside the choral scholars. These include the Sunday Singers for the 10am Mass, the International Choir for the 6pm Mass, and the unpaid, parishioner members of the Cathedral Choir.

#### **1.28.7 Extraordinary Ministers of Holy Communion**

Extraordinary Ministers are those who have undergone training and have been commissioned to assist primarily in taking Holy Communion to the sick and housebound parishioners, but also help during Mass with distributing Communion to the attendees. They do this on a rota basis.

#### **1.28.8 Tour guides**

Many of the tour guides are members of the Friends, but this is not essential. These are people who have knowledge of the history, development and significance of the Cathedral and are able to interpret this orally for visitors by giving tours for groups including schools.

#### **1.28.9 Practical Parishioners**

Practical Parishioners is an informal, innovative group of people who have a variety of skills, from gardening to painting to DIY repairs, who use these skills to contribute to the maintenance of the Cathedral grounds and property.

#### **1.28.10 Craft Group**

A weekly group of volunteers who share their skills and experience and run events in the hall. Some members of the craft group repair and maintain various vestments/fabrics using their skills.

#### **1.28.11 Children's Liturgy Leaders**

Children's Liturgy leaders are DBS checked parishioners who lead a Liturgy of the Word service for children who have not yet received their First Holy Communion during the 10am Mass.

#### **1.28.12 Catechists and Leaders**

Catechists are those who accompany people on their journey of exploring the Catholic faith deeper, including leading a session for Sacrament preparation classes for adults and children.

### **1.29 What volunteer opportunities are people interested in?**

Consultation with the Nottingham City Volunteer Centre showed that people across the city are interested in a range of opportunities. The main motivating factors for volunteer applications is social motivation, and also demonstrating the "fun" aspect of the opportunity.

Consultation with the SEND schools - both students and teachers, has shown that there is a gap provision of volunteering opportunities for young people with SEND. They particularly need opportunities for blocks of volunteering for their students.

We have consulted with Rumbletums CIC who have strongly expressed a desire to use the Cathedral project to provide volunteer opportunities for their service users. Consultation with the youth choirs showed us that there was a real drive and enthusiasm for more creative volunteering opportunities within the Cathedral, and more ways for young people to engage and contribute to the life of the community.

We have seen a development of existing partnerships with employment teams within the universities to provide work placement opportunities. We consulted with the employment teams

at Nottingham Trent and the University of Nottingham and have worked with the following departments to ascertain the need for work placement support on the project:

- NTU MA Museum and Heritage Management
- NTU MA Architecture in Context
- NTU Culture department
- UoN- Heritage Module BA

Consultation has showed that there is a need for work placements in areas which support entry into heritage and cultural careers.

### **1.30 Restoring Pugin – Interpretation Methods**

Through the Activity Plan development we have become increasingly aware of the issues with interpretation within the Cathedral.

During the development phase the project team undertook a process of assessing the current interpretation methods used at Nottingham Cathedral, focusing on their quality, quantity, location, level of content, accessibility, target audience, and how well they complemented each other.

Key findings:

- There is little to no cohesive story and it's unclear who the interpretation is aimed at
- There is very little to engage families, and what does exist is not being used or enjoyed
- There is a lack of visitor welcome to inform people how to engage with the interpretation
- Interpretation is dated, and lacks a uniform style
- There is confusion between the information provided to parishioners regarding church life, and the historical visitor information
- There are accessibility issues and the Cathedral is not offering an inclusive experience for visitors

A full report with the findings of this process can be found in Appendix 2

The consultation process for the Activity Plan was extremely useful in producing data and evaluation about what types of interpretation people would like, and which themes they were interested in. This has then informed the development of the Interpretation Plan.

### **1.31 Current publicity and promotion-**

The development phase events marketing strategy focused mainly on social media. We found that joining relevant Facebook groups and publicising events this way was the most productive. Facebook advertisements were also a cost-effective mechanism. Posters and flyers around the Cathedral helped raise awareness among the congregation. Banners and A-Boards outside helped draw attention from passers-by. We have distributed flyers to local businesses, especially for the Big Swap, but are not sure these got much traction and more work is to be done on this in the delivery phase.

For city-wide events such as Light Night, Heritage Open Days and Festival of Science and Curiosity we benefitted from the publicity campaign of the organisers/umbrella groups. The city council and Visit Nottingham led their Light Night Instagram reels with images from the Cathedral's event. By

becoming a regular participant in these events, our audience will continue to build, especially as we expand our offer in coming years.



Image: Children enjoying the activities at the Festival of Science and Curiosity

Partners such as the SEND Keyworking team, Challenge, Christian Action Network and Refugee Roots now publicise our events to their service users.

We have joined Visit Nottingham listings and make sure to use this platform regularly which may bear fruits in the longer term as people become more used to seeing our presence there. We will work with Visit Nottingham to develop bookable tourism products such as guided tours and activities for tour groups/ coach parties.

The Cathedral has a monthly enews which is distributed to 500+ subscribers. Much of its content is shared in the diocesan monthly enews which has 4000+ subscribers. The weekly Cathedral news bulletin for the congregation has included a Restoring Pugin update every week since the start of the project.

## **2. Developing the Plan**

The Activity Plan has been written by our Engagement Manager Helen Sharp (nee Martinez), who has been working on the project since September 2023. Helen has led the consultation programme, the pilot testing engagement work, volunteering, and management of the heritage career opportunities on site. The plan was written with further input from the Project Manager Jane Hellings, the Friends of Nottingham Cathedral, and the wider project team including Diocesan staff.

### **2.1 How have we created the plan?**

The proposals and plans set out in the round one application have been reevaluated to ensure that the Activity Plan now reflects what we have learnt about our target audiences and partners.

To enable us to create this plan we analysed the wealth of consultation and research that was done in preparation for the Stage 1 bid. We created a strategy to find out more about what the Cathedral means to its users, and determine what the potential is for it to become embedded within the community for new target audiences. We were also very interested to find out the potential for the Cathedral's heritage and tourism profile to grow and develop as a result of the Restoring Pugin project. For this reason we consulted with a range of heritage professionals, and other organisations to explore how this could be achieved.

We have worked closely with the Design Team for the project to ensure that the timetable for delivering the Activity Plan aligns closely with the capital works programme proposal for the delivery phase.

We have worked very closely with the Cathedral Dean Canon Malachy, and the Friends of the Cathedral to ensure that the content of the plan is embedded within the ethos and vision of the organisation. This will ensure sustainable outcomes and a true legacy for the project.

### **2.2 Process of Activity Planning:**

1. Reevaluated the plans created for the round one bid. Taken on board the feedback from The National Lottery Heritage Fund regarding the need to widen our audience from the initial focus, which was primarily an education audience.
2. Carried out a programme of extensive consultation with stakeholders, existing and new audiences.
3. Community asset mapping (see below)
4. Developed existing partnerships and established exciting new partnerships which have helped shape the direction of the delivery phase to ensure that we are proposing the right offer to meet the needs of audiences.
5. Pilot tested a range of activities and events throughout the development phase, dramatically exceeding the 4 pilot events proposed in our stage one bid. This has given us the full picture on what does and doesn't work at the Cathedral, and enabled us to develop and adapt the offer within the pilot programme providing an excellent foundation for the delivery phase roll out.

6. Produced a comprehensive draft plan which was then distributed to the Diocese, Friends, The National Lottery Heritage Fund and project team for comment and review.
7. Produced an Interpretation Plan that worked cohesively alongside the Activity Plan.

### **2.2.1 Laying the groundwork**

As part of the process of building the Activity Plan we undertook a process of community asset mapping to identify organisations in the city that were demonstrating good practise. Asset mapping is a tool that seeks to build upon existing resources in a locality, rather than focussing on the areas of need.

This enabled us to look at some of the existing resources and community partnerships that exist in the city and start to build relationships within these networks. The Cathedral was far removed from community networks beyond the Catholic church, and asset mapping enabled us to start to make steps to change that.

We have also utilised the *Art Fund Community Engagement Toolkit* to look at the key priority areas that we need to address and how to approach them.

### **2.3 Who has been involved?**

The Cathedral is typical of a religious heritage site in that there are many groups of stakeholders that care very deeply about the future of the building. With an organisation this size it is critical that the desire to grow and develop is shared by everyone. There is much evidence from the development phase consultation process to suggest that the vision for the future of the Cathedral is shared and embraced across the organisation.

In addition to the members of the Nottingham Cathedral Restoring Pugin project team, the following people and organisations were involved in the process of creating the Activity Plan:

- Local schools including SEND schools
- The parish of Nottingham Cathedral
- The Young Catholic Adults Group
- Cathedral Youth Choirs
- The Friends of Nottingham Cathedral
- Christian Action Network
- Transforming Nottingham Together
- Diocesan staff
- Diocesan Education Team
- Nottingham Trent University
- University of Nottingham
- Volunteers
- Local families
- Artists
- Nottinghamshire Heritage Forum
- Museum Development Midlands
- Nottingham Volunteer Centre
- Refugee Roots
- Nottingham City SEND keyworking team

The following professionals formed the project team:

- Jane Hellings, Project Manager
- Mark Pearce, Lead Architect
- Nicola Collins, Cilveden Conservation Project Manager
- Canon Malachy Brett, Cathedral Dean
- Alan Thacker, Friends of Nottingham Cathedral
- David Laws, COO, Diocese of Nottingham
- Professor Benachir Medjdoub, Nottingham Trent University Department of Digital Architecture
- Rachael Oxspring, Head of Stewardship, Diocese of Nottingham

## **2.4 Who has helped develop ideas?**

The depth of stakeholder interviews we have conducted during the development phase, along with the extensive consultation that has taken place, helped to inform the ideas and content of the Activity Plan.

The needs of different target audiences both current and new have been listened to, analysed and translated into a range of engagement opportunities.

A meeting was held in May 2024 to discuss the final proposals for the Activity Plan. The Project Manager, Engagement Manager, and members of the Friends met with the Cathedral Dean Canon Malachy Brett.

### **The main outcomes from the meeting were:**

- Everyone was supportive of the idea to create some design content to exhibit around the perimeter of the Cathedral during the restoration works.
- It was felt that attitudes from the parish/congregation about the project were softening and people were more engaged generally with the development projects for the Cathedral. The Friends felt that this was due in part to the advocacy work they had undertaken during the development phase.
- It was understood that there needed to be a review of the staffing structure for support in the delivery phase as we have not had the level of staffing that was needed in the development phase.
- The Friends were in favour of some training and support to professionalise and standardise the guided tour structure and content.

## **2.5 Comparison with other sites**

Following advice from the Heritage Fund we have spent a great deal of time during the development phase visiting other Cathedrals and speaking to project teams at places of worship and religious heritage sites.

These visits and consultation included:

- Leicester Cathedral- *Leicester Cathedral Revealed* Project
- Birmingham Cathedral-*Divine Beauty* project

- St Chad's Cathedral, Birmingham
- Newcastle Cathedral
- Southwell Minster
- Saint James Piccadilly

It was particularly beneficial to see how other sites managed their visitor experience, alongside their core function as a place of worship.

Ideas for interpretation, events and activities were shared. Other sites were very happy to share how they have addressed any challenges and approached barriers to engagement.

We were also very interested to see the different methods employed to create a sense of welcome and inclusivity which is so clearly missing at Nottingham.

Key findings:

- There are a range of innovative interpretation methods that can be respectfully utilised in a place of worship
- Events with a high profile bring in a range of diverse audiences- a great example of this working well is Luxmuralis, an immersive light and sound experience. Both Birmingham and Leicester Cathedrals have had high levels of success with this event.
- Project activities that include input from conservators or behind the scenes experiences are very popular with visitors
- Imbedding an ethos of inclusivity and welcome within the organisation is key to audience development

A full report of the findings of these visits and meetings is included in Appendix 3.

## 2.6 Consultation Process

In preparation for the stage 1 bid, and then the delivery phase application, a huge amount of consultation has taken place with new and target audiences, key stakeholders and potential partners.

### 2.6.1 Pre-development phase consultation

Consultation audience	Key findings
Street interviews	As part of the Discovering Pugin project in July 2019 a group of 12 BArch students from Nottingham Trent University undertook street surveys with members of the public about what they considered to be sacred space. The surveys were framed by academic research/literature review about the difference between social conventions and personal understanding of sacredness. 327 people of all ages responded of whom 32% professed to be religious. Findings showed that when asked to define sacred space most respondents gave conventional answers such as a place of peace and tranquillity (29%), a religious building (26%), a place of safety (19%) or a place with particular meaning (18%). When asked what sacred space meant to them personally in Nottingham most suggested a place of nature such as the park or the arboretum (41%), with 27% mentioning a religious centre, and 20% mentioning a place for leisure or learning. Looking at a map of central Nottingham with some of these places marked, 29% picked out Nottingham Cathedral as a sacred space.

	<p>Respondents were asked to pick adjectives from a list of 16 defining sacred space; the most popular were Peaceful (74%), Ritual (62%), Reflection(48%), Nature (47%), Connection (46%) and Spiritual (44%). Lastly respondents were asked to draw what sacred space meant to them and here 29% drew a garden or nature, with 20% drawing their own home and 11% a religious centre.</p> <p>Nottingham Cathedral can and to some extent does provide all the elements of sacred space the community noted, in particular it has a city centre garden which is currently very little known. Few people referred to the Cathedral specifically and this shows it needs to become more visible and welcoming to the wider community. There is clearly a yearning for a place of peace and tranquillity in the city centre.</p>
<b>Parishioners</b>	<p>Parishioners are excited and positive about the potential of Restoring Pugin in the east end. The most valued and visited part of the Cathedral is the Blessed Sacrament Chapel, redecorated by Alphege Pippet in the 1930s to a Pugin style design. The chapel is seen as the most inspiring and prayerful space. There is support for making the Cathedral a better known visitor attraction.</p> <p>Those involved in social justice projects have described the difficulty of recruiting volunteers and believe the project will help to bring in younger people .</p> <p>Changes to the site implied by the masterplan are well supported as they will improve facilities for a wide range of users.</p>
<b>Conservators</b>	<p>Paint conservators we spoke to all observed that it was difficult to find suitably qualified and experienced people to assist with paint conservation and restoration commissions, particularly if these were in situ because of regional scarcities and the added complications of travel and accommodation for younger workers who may not have cars. Most noted that there were sufficient numbers entering vocational training e.g. MA in Conservation of Cultural Heritage at Lincoln University or the MAs in paint conservation at the Courtauld Institute. But commented that even this specialist qualification is insufficient for the kind of work they do. Graduates still lack the requisite experience. They observed that it was difficult to deal with the administrative burden and risk of taking on trainees, while agreeing that this would be a solution to the problem. Two conservation specialist architects noted that the recent Heritage England Culture Recovery/ Heritage Stimulus grant spend deadlines (March 2021 and March 2022) had created huge pressure on the skilled workforce such that some grants were imperilled for lack of available craftspeople. Some noted that the role of conservator was changing with an increasing expectation that craftspeople should be able and willing to discuss and explain their methodologies to a range of audiences.</p>
<b>Stakeholder Interviews</b>	<p>Diocesan clergy and staff, parishioners – an awareness that the Cathedral is under-used even by the wider diocese and numbers declining and insufficient younger volunteers. There could be more engagement with secular civic events, such as lighting up, city celebrations, and activity trails.</p>



	<p>Restoring Pugin would put the Cathedral on the map. Concern about impact of any closure.</p> <p>Nottingham City Council – immediate engagement with and enthusiasm for the Bishop’s Vision for wider outreach to disadvantaged communities. Many helpful connections and introductions made. Nottingham BID – suggestions for how the Cathedral can engage in supporting vulnerable young people and how it can engage in placemaking initiatives.</p> <p>Christian charity sector – willingness and ambition to work together, to welcome into networks and to collaborate on social justice initiatives, awareness of previous lack of involvement by the Cathedral.</p> <p>Nottinghamshire Healthcare NHS Trust – advice on social prescribing and interest in referrals to Places of Welcome, especially with heritage interest.</p> <p>Museums and cultural sector – interest in skills development, acknowledgment of need to diversify the cultural sector workforce, especially in heritage. Interest in the Cathedral as a venue for concerts and in Cathedral Hall for workshops and events. Offers of support.</p> <p>Nottingham’s two universities – academics and student support and employability departments were consulted. A range of initiatives were discussed. The relationship developed with NTU during Discovering Pugin will be extended with development of the VR model into an architectural heritage conservation game. Both universities are keen to match student volunteers to the project to gain work experience.</p> <p>Schools – 3 secondary schools and 2 primary schools were consulted. Most schools represented an academy trust. The Local Cultural Education Partnership, the Diocese of Nottingham Catholic Education Service, and Girl Guiding Nottinghamshire, Forest Division were also consulted. We concluded that need and interest and best value aligned around a focus on raising awareness of heritage careers and SEND groups. This was partly because of the legacy of the pandemic on young people’s mental health. Offering Arts Discover Award as part of the schools programme looked useful and realistic.</p>
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### 2.6.2 Consultation carried out during the Development phase.

A wide range of consultation was carried out during the development phase, building on the findings of existing data, and the pre-development phase consultation. This included stakeholder interviews, pilot testing events and focus group activity. It was acknowledged that there needed to be more diversity of voice within the consultation for the Activity Plan, and this can be demonstrated through the wide range of groups and individuals we spoke to.

The key findings of the development phase consultation are:

Stakeholder or audience	Consultation findings
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Community partners	<ul style="list-style-type: none"> <li>• There is a huge amount of support and interest in the project and the Cathedral.</li> <li>• There are lots of opportunities that exist within community forums and organisations in the city that the Cathedral can benefit from.</li> <li>• There are many opportunities to work with the nearby Nottingham Playhouse, providing access to new audiences, profile and resources.</li> <li>• The Cathedral has not been present within community or city networks and therefore needs to take the opportunity of the Restoring Pugin project to establish itself as a key-player.</li> </ul>
Friends of the Cathedral	<ul style="list-style-type: none"> <li>• There is a need for more members of the Friends to become actively involved in the management committee.</li> <li>• There are a small number of 'key players' who deliver most of the support and events.</li> <li>• The Friends of the Cathedral are fully behind the Restoring Pugin project.</li> <li>• There are still issues with Friends not understanding the full aims and objectives of Restoring Pugin.</li> <li>• The wider parish feels detached from the project, although the development phase work has helped to bridge this gap.</li> </ul>
Volunteers and youth choirs	<ul style="list-style-type: none"> <li>• There is a need for volunteer cohesion at the Cathedral. Many sub groups of volunteers exist and there is little cross-group working.</li> </ul>
Schools with a particular focus on SEND schools	<ul style="list-style-type: none"> <li>• There are important synergies with gaming and the preferred learning styles of SEND young people which means that the NTU game should be widely promoted within SEND schools</li> <li>• The game is a highly appealing way to encourage young people to consider a career in heritage or conservation</li> <li>• The relationships with local school St Joseph's have been lost and consultation with the school have shown there is a strong desire to be an active part of the daily life of the Cathedral.</li> <li>• There is a need for engaging and inclusive work placement opportunities for SEND young people.</li> </ul>
Young Catholic Adults Group	<ul style="list-style-type: none"> <li>• There is a lack of knowledge and awareness within the group about the project.</li> <li>• The group are keen to be more involved and know about the opportunities that exist within the project.</li> <li>• There are strong feelings about appropriateness of some types of engagement event, and interpretation.</li> </ul>
Youth choirs	<ul style="list-style-type: none"> <li>• The youth choirs have a wealth and insight into engaging younger audiences with the project.</li> <li>• Some of their ideas have been incorporated into the Activity Plan.</li> <li>• The choirs will be invited to join a youth forum in the delivery phase.</li> </ul>
Refugee Roots and the Nottinghamshire Refugee Forum	<ul style="list-style-type: none"> <li>• There is a huge gap in provision for inclusive, creative activities for refugee and asylum seeker communities within the city.</li> </ul>

	<ul style="list-style-type: none"> <li>• Creative/arts based activities have a wide appeal as they are therapeutic and can be done by people attending alone, or groups of friends and families.</li> <li>• The nearby Britannia hotel houses hundreds of families who have no outlet for positive activities during the school holidays.</li> <li>• It is recommended to try activities in a trusted, familiar space and then build up to on site opportunities.</li> <li>• Language barriers can be helped through inter-generational activities as younger members of families are often english speakers.</li> </ul>
SEND families and the SEND Keyworking Team	<ul style="list-style-type: none"> <li>• There are gaps in provision for events and activities targeted at SEND families, particularly those that involve siblings or provide support for parents.</li> <li>• SEND families prefer events that are targeted to their needs, rather than a quiet hour at the beginning or end of an event for the general public.</li> </ul>
Volunteer Centre	<ul style="list-style-type: none"> <li>• Main motivators for new volunteers are social/academic</li> <li>• They have a range of ways they can support us from providing templates for volunteer role descriptions to training for volunteer managers and volunteers</li> <li>• Need for volunteer placements for asylum seekers. There are no limits on volunteering for asylum seekers. There can be language barriers and they will need additional support.</li> </ul>
Wider heritage sector	<ul style="list-style-type: none"> <li>• The lack of cohesive interpretation has resulted in the visitor experience being confusing.</li> <li>• The Cathedral presents itself as existing for the Catholic community.</li> <li>• The welcome is one of the main issues as signage and entrance areas are poor.</li> </ul>

See Appendix 4 for a full report of the pre-development phase consultation

See Appendix 5 for the full report of the development phase consultation

See Appendix 6 for the consultation record log.

## 2.7 Interpretation Plan

An Interpretation Plan has been developed to describe how we will share the fascinating history of the building, the paint process and the story of Pugin's life. The plan looks at a range of interpretation across the site including more traditional methods such as bespoke interpretation panels, through to technological and innovative tools including our architectural heritage game Pugin's Revival, and a proposal for a community mural on our adjacent building Willson House.

The Interpretation Plan has been developed alongside the Activity Plan and is a direct result of audience consultation and market research.

Our team have also visited other faith based heritage sites to look at best practice methods of interpretation, taking into account all of the restrictions that exist when working in a place of worship.

We have also conducted a range of consultation with different users and non-users to find out how people want to receive information about the historical themes of the Cathedral.

## **Guiding principles**

Our research has led to the following guiding principles for our interpretation policy:

- Audience-focused: putting visitor needs and interests at the heart of our approach
- Faith-filled: ensuring the Catholic faith is respected, celebrated and explained in the context of our beautiful building
- Collaborative: working with our partners (including but not limited to) NTU, the congregation, Refugee Roots and the Friends of the Cathedral to shape and deliver a quality and innovative programme
- Achievable: creating an action plan that is ambitious yet manageable within existing resources.
- Clear and accessible: engaging a range of diverse audiences through clear and accessible interpretation.
- Relevant: focusing on what makes the Cathedral special and relevant to local audiences and tourists within the wider Nottingham city offer.

## **Interpretation Aims**

The following five aims were informed by a wide range of consultation with different stakeholders.

### **Aim 1: Create a visitor experience**

Through the work we have done this past year visiting other Cathedrals and religious heritage sites it is very clear that Nottingham Cathedral is at the start of its journey as a tourism attraction, and this project alone cannot achieve everything the Cathedral has the potential to be. We do however recognise that this project is a huge step forward for the Cathedral in terms of the visitor experience, and through the delivery of the interpretation plan, alongside our comprehensive Activity Plan, we

### **Aim 2: Be sensitive and appropriate**

Providing heritage interpretation within a sacred site can be challenging due to constraints on use of space, and perceived appropriateness of fixed interpretation. With this in mind we ensured that our consultation processes included a range of key site stakeholders including the Young Catholic Adults Group, the Friends of the Cathedral and the congregation. Targeted focus groups were held with these groups, and we also held an interpretation workshop with members of the project team, Diocesan staff, the Cathedral Dean, and the Friends. Part of this process was to explain the need for appropriate and accessible interpretation, and the ways in which we can ensure a range of learning outcomes for different audiences.

Following this consultation and research some of our initial plans changed to include a focus on interpretation elements that everyone felt comfortable with.

### **Aim 3: Create welcome and orientation**

During the course of the development phase a common theme has presented itself time and time again- welcome and orientation. We have collected a great deal of evidence and data that shows:

- People find the Cathedral difficult to find, signage is poor and unappealing

- Visitors find the entrance to be unwelcoming and are unsure whether they may enter
- The Cathedral building presents itself as a place of worship for the Catholic community, with no wider offer
- On event days we have had to work hard to bring people in through the main Derby Road entrance as they tend to assume they can't enter that way

As a result of pilot testing and consultation, welcome and orientation now feature as a key element of our interpretation plan.

Quote from the Young Catholic Adults Focus Group- June 2024

*"I think how visitors are welcomed into the Cathedral is really important in getting them to come back - just something as simple as telling them how they can get involved is really powerful in retaining parishioners, especially internationals."*

#### **Aim 4: Be family friendly**

The development phase has shown us that there is a great deal of potential for us to engage and benefit family audiences. The challenge is making people feel welcome and included when they visit with children.

Our pilot testing programme showed us that if we offered family activities, and we got the welcome and advertising right, the Cathedral had a lot to offer for this audience.

As a result of this research the interpretation plan evidences how we will approach developing an attractive offer for family learning and engagement.

#### **Aim 5: Tell the wider story of the Cathedral**

One key question was asked and discussed widely at our interpretation workshop with stakeholders- should the interpretation focus solely on Pugin and the project, or should the story of wider Cathedral history be included?

The evidence we have collected through consultation shows very firmly that audiences, both existing and new, would like to see the story of the history of the Cathedral featured as a key element in the interpretation.

#### **Key messages and learning outcomes**

The key messages we want visitors to understand and learn about are:

- Why the Cathedral is an important building and the story of its establishment and varied history partly told through the discoveries of the paint research.
- The importance of the paint restoration project within the context of Pugin's life story.
- The Cathedral's role in the community, as a sacred space and the importance of the Cathedral as the mother Church of the Diocese, and what that means.

#### **What will our interpretation look like?**

- Welcome signage
- Welcome desk
- Guidebook
- Children's activity trail

- Interpretation panels
- Guided tours
- Browsing book for layers of information

## **2.8 What did consultation tell us about the current interpretation?**

Our consultation showed us that the current interpretation methods are not telling a cohesive story about the heritage and history of the building and the site. When we asked the youth choir about the interpretation they felt that the panels were uninteresting, had too much text and not enough images. They hadn't really noticed any of the other interpretation elements.

Heritage professionals that visited our site felt that the interpretation was sporadic and lacked themes and story. The pop up banners were seen as a temporary method of interpretation, messy and unnoticed. Everyone felt that upon entering the site there was little to engage people or make it clear that there was a heritage story to tell.

The lack of interpretation contributes to the issue of the building not feeling 'welcoming' and visitors not understanding how to engage or interact with the site.

## **2.9 Focus Group data- interpretation**

Overall participants felt that there should be a layered approach to the interpretation to reach and engage a wide range of audiences. Guidebooks, both paper and digital were suggested using sustainable materials and non-glossy paper for the paper version. Producing interpretation materials that were suitable for those who are visually impaired was also thought to be important. All groups talked of clear messaging focusing on key points without overwhelming detail. Besides the guidebook there was general support for leaflets and in particular for a version based on the 10 Things Not to Miss leaflet from Breedon Priory Church that has a map showing visitors when the ten items are in the church. This encourages visitors to explore the whole of the building and may mean that they see other things of interest.

There was also support for leaflets targeted at children with activities that would encourage them to look at the building and educational elements to help them learn.

These leaflets could also enhance family visits to the Cathedral and help parents introduce children to different faith buildings.

There was a lack of support for permanent interpretation panels as it was generally thought these would clutter the Cathedral, get in the way and detract from the true ethos of the building. There was more support for pop up banners that could be used for exhibitions and temporary information points and would not interfere with the everyday business of the Cathedral. In general, there was support for an audio guide that could be downloaded onto visitors phones, although there was some concern about individuals not really seeing the Cathedral as they focused on their phones. In particular the Young Catholics focus group thought audio guides on phones could be antisocial and distract visitors.

The participants in the Refugee Roots focus group all wanted interpretation materials to be in English. There was a keen desire to use leaflets and audio guides to enhance their English language skills and although they want simple straightforward information they felt they could use tools like Google Translate to help them with anything they did not understand.

## 2.10 Who are our audiences now?

The regular Cathedral congregation numbers around 2500 individuals and around 75,000 annual mass attendances. Sunday mass attendance is up to 900 per week (5 masses) in 2024 from approximately 720 per week in 2023. An estimated 24,000 casual visitors come into the Cathedral each year at other times, either to light candles and pray, or to visit the heritage, or attend another event.

Around 125 people regularly volunteer in the Cathedral, helping with liturgy, welcome, and events. There are an additional 43 children and 15 adults in the Cathedral choirs

Restoring Pugin events in the development stage attracted approximately 7500 visitors, an estimated 60% of whom had never been to the Cathedral before. There are 15 Cathedral community groups who meet regularly to develop their faith life, prepare for sacraments, or support the wider community.

**The Bible Reflection Group-** meets with the principle to read the Bible from the beginning to the end and study together. Participants can learn more from reflection, reading the maps and footnotes. Evenings begin with an Opening Prayer and end with a Closing Prayer. They are very supportive of their spiritual journey and support each other.

**Christus Vivit Young Adults Group-** On the first Thursday of the month, the Cathedral is pleased to host the diocesan young adults group 'Christus Vivit' for a time of prayer, input and fellowship. Open to young adults aged 18-35, the evening begins in the Cathedral with a time of adoration, prayer and the opportunity for confession.

**Faith in Action/Outreach** The Cathedral parish has been long engaged with outreach across the City of Nottingham over its 175 year history. It currently supports SaSh Kitchen, Emmanuel House and Zion Foodbank. The Salaam Shalom Kitchen (SaSh) Kitchen is held at The Bridge Centre, Hyson Green every Wednesday and provides a hot meal, drinks and groceries to take away for those who need it. The project has grown over the past few years as poverty and social isolation has increased in the City. Cathedral volunteers work alongside friends from local Muslim and Jewish groups and the work involves cooking, serving, interacting with guests and cleaning up. Volunteers can sign up for a whole shift or just an hour.

**Emmanuel House** is an independent charity that supports people who are homeless, rough sleeping, in crisis, or at risk of homelessness in Nottingham, The Cathedral supports Emmanuel House with an annual donation, and also by donating weekly non-perishable foods such as tins, packaged foods and toiletries. Teams of Cathedral volunteers help sort the donations following each weekend Mass and take the donations to Emmanuel House on a Wednesday.

**Mount Zion Foodbank** is another project supported by the parish. Cathedral volunteers deliver to their collection point at Sherwood Methodist Church on Wednesday mornings.

**Choirs-** There has been a choir at the Cathedral Church since the time of its Consecration.

The Cathedral Choir is a combination of auditioned local singers and our Choral Scholars. In addition to performing music to enhance the liturgy, the Cathedral Choir takes on large scale performances, recordings and tours in the UK and abroad.

The Cathedral runs a series of Child and Youth Choirs open to all, and these groups have been involved in the consultation during the development phase.

The Parish Singers comprise a small group of singers who lead the voices of the faithful at the 10am Parish Mass every Sunday morning. Under the direction of Graeme Vernon, they lead the hymn singing and music for the Mass Ordinary with a cantor chosen from within the group to sing the Responsorial Psalm and Gospel Acclamation.

The recently launched International Choir is a non-auditioned voluntary choir made up of people from across the parish intended to reflect our diverse congregation.

The Nottingham Diocesan Choir is an ad hoc group of singers who come from across the Diocese to sing for major Diocesan events at the Cathedral. The choir meet twice a year for choral workshops with the Cathedral's Director of Music looking at music for upcoming Masses, including the annual Chrism Mass during Holy Week and the Commissioning Mass in November.

## 2.11 Cathedral Groups

The Cathedral facilitates a range of groups that support the journey through the sacraments.

The following outside groups use the facilities at the Cathedral:

- Dante Alighieri-society for the promotion of Italian culture
- Secular Franciscan Order
- Nottingham Playhouse
- Nottingham Music Hub
- Narcotics Anonymous - 4 different weekly groups
- Alcoholics Anonymous

## 2.12 Audience Spectrum

Nottingham Cathedral commissioned an Audience Spectrum segmentation report to provide the project team further insight into its existing congregation. Audience Spectrum segments the whole UK population by their attitudes towards culture, and by what they like to see and do. It profiles the population at household and post-code levels and can be used as a tool for prospecting and data-tagging as well as profiling and mapping. We compared the Cathedral's audience profile with the profile of both Nottingham City and Nottinghamshire County. This has helped us to see which audience segments are represented in our congregation and where there are gaps where we should focus marketing efforts to under-represented groups.

- The mapping tools shows that the congregation is distributed across the city. It is clear they travel from areas experiencing all levels of deprivation.
- The three most prominent Audience Spectrum segments within the congregation sample are **Experience Seekers, Trips & Treats**, and **Frontline Families**. More detail on these segments can be found in Appendix 7.
- The most under-represented subsegment of notable size (i.e. accounts for at least 5% of the Nottingham population) is Frontline Families F1. Accounting for 4% of the congregation sample compared with 9% of the base area population, this subsegment is more than twice as prominent in the city population than amongst the congregation. In terms of potential, Frontline Families F2 has the largest absolute difference between our profile (10%) and the population of Nottingham(21%).



- In terms of potential, Home & Heritage H1 has the largest absolute difference between our profile (3%) and the population of Nottingham (9%).
- Most of the visitors from non-NG/DE postcodes attended the Heritage Open Days in September 2023, indicating that this audience travelled further and benefited from the wider reach of HOD national marketing. Over half the total records (63) were from HOD attenders

Population data indicates that the Cathedral should try to ensure it is appealing to younger adults and children in school, as well as those in poor health and on low incomes. It should take advantage of its position on several major bus routes to appeal to older less mobile audiences.

The data reinforces our emphasis in the development phase on providing free activities for families, and on engaging students as volunteers and in events with wider appeal such as Light Night and the Big Swap. Our Interpretation Plan and Activity Plan focus on events which will attract these audiences in the Delivery Phase.

See Appendix 7 for the full Audience Spectrum Report and local population data.

### 2.12.1 Demographic data

Nottingham Cathedral is located in the Wellington Circus conservation area of Nottingham City Centre, on the Derby Road, a main thoroughfare.

Nottingham benefits from being a transport hub for the region, with both bus and rail links to other cities and towns. The railway station is approximately 20 minutes' walk from the Cathedral. There are extensive bus routes throughout the city and frequent connections to Derby, Loughborough, Mansfield, Long Eaton, Kettering and Corby, as well as East Midlands Airport. There is a bus stop outside the Cathedral served by a dozen local routes including direct links to Beeston and Calverton.

The 2021 census recorded the population of Nottingham as 323,700. Population projections suggest that this may rise to around 344,300 by 2027. Nottingham continues to see a large amount of population churn, with 32,300 people arriving from elsewhere within the UK and 34,500 leaving in the year 2019 - 2020.

Just under 30% of the population are aged 18 to 29 with full-time university students comprising about 1 in 7 of the population. The city gains young adults owing to migration, both international and within Britain, whilst losing all other age groups - this includes a net loss of families with children mostly through moves to the surrounding districts.

The city population has increased from 2011 to 2021 by 5.9% - a lower rate than the overall increase for England (6.6%) and the East Midlands

Percentage of Households by Key Characteristics in the wards surrounding the Cathedral

	Castle ward	Hyson Green & Arboretum Ward	Nottingham
<b>One person households</b>			
Aged 66 years and over	4%	6%	11%
Other	43%	24%	23%

<b>Family households</b>			
Couples with dependent children	5%	20%	16%
Couples with no dependent children	24%	12.5%	19%
Lone parent family: Dependent children	1.5%	6.5%	9%
<b>Other household types</b>			
Other household types including all full-time students and all aged 66 years and over	17%	20%	8%

Because of the large numbers of students at the two Universities, Nottingham has a different age structure to the National average, with 31% of the population being between 15 and 29, and nearly half (48%) aged under 30. This compares to 18.3% and 35.7% respectively for England.

### 2.12.2 Indices of deprivation

The Indices of Deprivation 2019 (IoD2019) provide a set of relative measures of deprivation for small areas across England called lower-layer super output areas (LSOAs). They are based on seven domains of deprivation (weighting of each domain is shown in brackets):

Income deprivation (22.5%)  
Employment deprivation (22.5%)  
Education, skills and training deprivation (13.5%)  
Health deprivation and disability (13.5%)  
Barriers to housing and services (9.3%)  
Living environment deprivation (9.3%)  
Crime (9.3%).

While the lower layer super output area in which the Cathedral is located ranks 19,832 out of 34,753 (7<sup>th</sup> decile), it has some of the most deprived wards in the country within 30 minutes travel time.

Ethnicity, and Country of birth- 43% of Nottingham's population are from Black or Minority Ethnic groups, an increase since 2011 when the percentage was 35%. Nottingham has the 44<sup>th</sup> highest percentage of Black and Minority Ethnic groups out of the 331 Local Authorities in England and Wales.

25% of Nottingham's population was not born in the UK. However, 84% of the population identify as British.

Census data from 2021 shows that Castle and Hyson Green & Arboretum Wards which neighbour the Cathedral, are somewhat more diverse than Nottingham as a whole.

Full demographic data can be seen documented in Appendix 7

## **2.13 Who are our potential audiences?**

The key audiences for this project identified at stage 1 were:

1. Existing congregation, volunteers and users of the Cathedral including Friends of the Cathedral
2. Current and new residents of Nottingham including recent migrants, families with children with SEND, young people with mental health conditions in particular those exacerbated by the pandemic, socially isolated people,
3. Secondary schools in Nottingham with higher than average SEND pupils and those in areas with poor social mobility
4. Young people studying or recently qualified in paint conservation
5. Young people studying at NTU and the University of Nottingham
6. People working in Nottingham
7. Visitors to Nottingham, staying with friends and relatives and international tourists staying in the area

## **2.14 How the target audiences have developed for stage 2:**

Work undertaken during the development phase has identified more defined areas within these audience segments that provides significant opportunities for the Restoring Pugin project. Consultation and pilot testing has led to the project team being able to more strongly define the need within the range of target audiences.

Our target audiences have been expanded to provide an additional focus on:

### **2.14.1 Young adults**

Consultation with the Young Catholic Adults Group and the Youth Choirs have shown that there is a wealth of opportunity to engage the younger audiences the Cathedral already has links with. These relationships are currently under utilised.

### **2.14.2 Derby Rd businesses and partners**

The development phase has shown that there is a real potential for the Cathedral to work more closely with the community that surrounds it, most specifically the Derby Road independent businesses, and the Playhouse. We have created a database of the businesses on Derby Road which along with our direct face to face consultation has enabled us to prioritise the organisations that are interested in engaging with the Cathedral. This was a task that was researched and completed by the Heritage Assistants which gave them a working understanding of the need for developing sustainable partnerships beyond the existing ones the Cathedral has. We are particularly focussed on the businesses within easy walking distance of the Cathedral.

**2.14.3 SEND-** we originally highlighted families, particularly those with SEND needs as being a target audience for the project. Through the work we have done with SEND families, and the Nottingham City SEND Keyworking team we have been able to identify the barriers facing SEND families, and trial pilot events that meet their needs. The best example of this is the Festival of Science- consultation with parents and carers showed us that running quiet or relaxed hours which we tried early on in the development phase didn't suit their needs. What they ideally wanted was a whole day with the same activities as those we were offering for the general public so that they weren't restricted by

specific times and had the same access to experiences as everyone else. We took this feedback on board and did exactly what they asked for the Festival of Science event. This strategy paid off and we had an incredible number of SEND families come along that day to engage with the Cathedral and spend time with us.

Quote from Leanne Harwood, Transforming Notts Together:

*“ Thank you for your wonderful workshops and events that are being held at the Cathedral. I know friends of mine have really appreciated the fact that SEN and neurodiverse children/families have been thought of when planning these events. As a parent of children with a wide age range, I have loved the fact that the sessions seem to cater for all children and now I know where the Cathedral is, we’ll be sure to attend the next event held.”*

During the development phase we have worked closely and consulted intensively with SEND schools. Through this process we have seen the synergies between the project goals, particularly around heritage workforce diversification, and the game. The game has been tested within SEND schools and they have participated in its development. SEND schools will therefore play a key role in our Activity Plan delivery.

#### **2.14.4 Refugee and asylum seeker communities**

As previously detailed the development phase has included extensive work with our partner organisation Refugee Roots. This work has enabled us to determine the Cathedral’s potential to be a place of welcome for all, and imbed itself as a community hub.

More recent work has been undertaken with the Nottingham Womens Centre, SERCO asylum support services and the Nottingham Refugee Forum and this will progress in between project phases.

#### **2.15 SWOT analysis- Nottingham Cathedral**

<b><u>Strengths</u></b>	<b><u>Weaknesses</u></b>
<ul style="list-style-type: none"> <li>• The Restoring Pugin investment has given the Cathedral a greater level of promotion and has raised its profile in the city</li> <li>• The Diocese have shown a high level of commitment to broadening audiences and increasing access to the Cathedral as a heritage asset</li> <li>• The Friends group is vibrant, growing group and has a very strong management committee</li> <li>• The Cathedral has the benefit of having a nationally important heritage story to tell</li> <li>• The Cathedral is actively fundraising both for the Restoring Pugin project, and generally for other projects like roof repairs</li> </ul>	<ul style="list-style-type: none"> <li>• The Cathedral does not have a welcoming entrance. Signage is poor and it is difficult for new visitors to orientate themselves</li> <li>• The Cathedral does not feel warm and inviting to visitors in comparison with other sites we have visited.</li> <li>• There are different segments of the parish community that exist within the Cathedral and they operate independently of one another. One example of this is the Friends and the group of parish volunteers.</li> <li>• The Cathedral is not currently meeting the community need within the city centre (e.g loneliness and social isolation, families, refugees and asylum seekers)</li> </ul>

<ul style="list-style-type: none"> <li>• The development phase has shown that the Cathedral does have the ability to attract and engage a diverse range of new audiences</li> <li>• The Friends have a strong skill set including in depth Pugin knowledge, and also strong skills in marketing and promotion</li> </ul> <p><b><u>Quote from CMP:</u> <i>The Cathedral has considerable townscape value, chiefly on account of its tower and spire, and makes a powerful and positive contribution to the character and appearance of the Wellington Circus Conservation Area.</i></b></p>	<ul style="list-style-type: none"> <li>• The Cathedral has little interpretation. What it does have is disjointed, dated and doesn't tell a cohesive story.</li> <li>• Many of the engagement opportunities which are popular in Anglican churches are not deemed to be appropriate in a Catholic church.</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• The Cathedral is at the very beginning of its journey as a tourism destination. We are in a fortunate position to be able to influence the direction of the heritage story and visitor experience at this stage</li> <li>• The Cathedral is very centrally located in an up and coming area of the city</li> <li>• There are good transport routes and access to the Cathedral</li> <li>• The children's choirs are very engaged with the life of the Cathedral and keen to become involved in more opportunities</li> <li>• The Cathedral is supported by the Diocesan Education Department which has good methods of communication with all Catholic schools in the area</li> <li>• The Cathedral has a large garden area- the city does not have many green spaces for people to use</li> <li>• Consultation has shown that partners both existing and new are very keen to work with the Cathedral</li> <li>• Involvement in the Christian Action Network will provide a wealth of opportunities to the Cathedral in terms of partnership working</li> <li>• Proximity to the nearby Mary Potter Heritage Centre</li> <li>• The development phase has shown that there is potential to run more pop up events at other heritage and city centre</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Consultation has shown that many people see the Cathedral as existing just for the Catholic community.</li> <li>• If the Cathedral fails to establish itself to a broader audience it will not be sustainable moving forwards</li> <li>• There are substantial risks to the fabric of the building due to water ingress and roof repairs that are needed</li> <li>• Without improvements to signage, orientation and welcome, any new visitors we attract through the project are likely to be put off from actually coming into the building</li> <li>• Societal changes are affecting the community and the Cathedral needs to show that it has responded to the wider need, not just that of the parish</li> <li>• The lack of an in-person welcome when visitors come to the Cathedral means that we run the risk of people not engaging fully with the heritage experience.</li> <li>• The Youth Choirs feel that without further engagement opportunities for young people their peers will fail to establish a life long relationship with the Cathedral.</li> <li>• Lack of cohesive infrastructure between groups of volunteers means that there is the threat of opposing aims and objectives.</li> </ul>

<p>venues to raise awareness of the project</p> <ul style="list-style-type: none"> <li>• The Cathedral's social media has benefitted from the project related content that Restoring Pugin has provided. This has grown our digital audience, particularly on Instagram</li> <li>• The Diocese has shown a strong commitment to the legacy of the project by committing £12,500 through the mission enabling fund, to continue the work of the Engagement Manager in between the development and delivery phase of the project. This has been matched by the Cathedral's own funds</li> </ul>	<ul style="list-style-type: none"> <li>• Many profile raising opportunities cannot be utilised at Nottingham due to them being perceived as inappropriate in a place of worship.</li> </ul>
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## 2.16 What are the barriers to people engaging?

Barriers to engagement	How will the Activity Plan address these barriers?
<p><b><u>Physical barriers-</u></b></p> <p>The Cathedral is located slightly outside of the city centre main areas.</p>	<p>The Cathedral is centrally located and easily accessible via public transport. It is just a few minutes walk from the city centre shopping areas.</p> <p>Derby Road is an up and coming area of Nottingham with a variety of new shops and independent businesses.</p> <p>Nottingham Playhouse is a vibrant cultural venue and is our neighbour on Derby Road. We will work with them in the delivery phase to benefit from their high profile within the city.</p>
<p><b><u>Physical barriers-</u></b></p> <p>The two sets of entrance doors and signage is unwelcoming</p>	<p>The Interpretation Plan will renew signage with a clear welcome message.</p> <p>We have found A boards to be very helpful in getting over this barrier and will use them more regularly.</p> <p>Meet and greet volunteers will be utilised.</p>
<p><b><u>Psychological barriers</u></b></p>	<p>We know from consultation that the Cathedral is not perceived in the city to be a place of heritage, learning or welcome.</p> <p>This Activity Plan and the broader project will address this issue by building on the foundations we have developed over the past twelve to eighteen months. In this time we have established partnerships, pilot tested activities with a range of audiences and consulted widely.</p> <p>The breadth of activities and engagement opportunities we have created in the Activity Plan will continue to build on these foundations to break down psychological barriers to participating.</p>

<p><b><u>Economical barriers.</u></b></p> <p>The cost of parking near the Cathedral is an issue for those needing to park close by</p>	<p>The Activity Plan will provide a range of free activities, workshops and engagement opportunities for a wide range of audiences.</p> <p>Our website and promotion will give information on all of the options for public transport to get to the Cathedral economically rather than paying for parking nearby.</p> <p>Ticketed events will have a range of prices including discounts for students.</p>
<p><b><u>Faith based barriers (1)</u></b></p> <p>Our consultation has showed us that new and potential audiences see the Cathedral as being just for the Catholic community.</p>	<p>The Activity Plan will build on the pilot testing and engagement work we have done during the development phase to address inclusivity and faith based barriers.</p> <p>We have directly shown that our engagement work, particularly with families can break down these faith based barriers to participating.</p> <p>It is also undoubtedly challenging to diversify a volunteer audience within a faith based organisation. We need to utilise the heritage/community hub side of our offer to bring in a more diverse volunteer workforce.</p> <p>Our volunteer engagement programme will target a wider range of volunteers to ensure that different parts of the community are represented. This in turn will make a wider range of people feel included and represented within the Cathedral.</p>
<p><b><u>Faith based barriers (2)</u></b></p> <p>The Catholic church has more restrictions than Anglican churches in terms of what is deemed to be appropriate within the Cathedral itself</p>	<p>We have shown through our work on Light Night, Festival of Science and Curiosity, Heritage Open Days and other events that people will cross this barrier and engage with the Cathedral if the offer, welcome, and promotion are pitched correctly.</p> <p>Extensive consultation, advocacy and relationship building has taken place during the development phase to ensure that everyone within the Cathedral community understands the relevance of the wider project goals.</p>
<p><b><u>Intellectual barriers</u></b></p> <p>The Cathedral has a rich and diverse heritage and is open 12 hours a day for visitors to enjoy. Currently there is very little information or interpretation to tell</p>	<p>The Activity Plan and Interpretation Plan will provide a wide range of opportunities for people to engage with the heritage of the Cathedral on a range of different levels.</p> <p>For those who want more in-depth layers of historical information there will be guided tours, a guide book and talks.</p> <p>For family audiences or those who want a more accessible way of learning there will be events, activities and the architectural heritage game and VR headset.</p>

this heritage story, and it is certainly not accessible to a wide range of audiences in terms of interpretation.	
<b><u>Barriers to story telling and interpretation</u></b>	<p>The primary function of Nottingham Cathedral is not to tell a heritage story, it is to function as the mother church of the Diocese for the Catholic community. Whilst the organisation is very enthusiastic about being given the opportunity to tell the Pugin and history story through this project, we accept that the Cathedral is not a museum or gallery and there are limitations therefore to the methods we can employ to share its fascinating history with audiences.</p> <p>The Activity Plan and Interpretation Plan include a range of innovative programmes and physical interpretation methods that will tell the story of the history of the Cathedral in an engaging way. The existing guided tour will be professionalised and standardised with specialist training provided to existing and new volunteers.</p>

## 2.17 What activities would people like?

The development phase has provided the Cathedral and the project team with a range of opportunities to test the types of activity people are interested in engaging in. Our stage 1 application set a target of 4 pilot events to be delivered during this phase. On appointment of the project Engagement Manager it was decided to expand this target and the range of pilot activities that were trialed during the development phase is something we are very proud of. In excess of 40 events were delivered during the past year.

These activities included:

Type of pilot event	Number of days/tours/workshops
Heritage Open Days 2023 and family activities-	2 weeks of activities- 7 open days including 2 family days of workshops
Discovery Week in October Half Term-	1 day of family activities
SEND school visit from Bennerley Fields School.-	1 half day visit
Three pilot testing workshops using the architectural heritage game run by NTU	3 workshops in schools- half days
Nottinghamshire Keyworking Team SEND Conference	1 day attendance at event
Belter's Concert	Half day event
Light Night including family lantern making workshops at Nottingham Playhouse	2 evening events



Festival of Science event	2 days of activities
Pop up event at National Justice Museum	1 day of activities
Pop up event at Nottingham Central Library	1 day of activities
Careers workshops delivered at Rumbletums Café	Half day of workshop delivery
Parish promotional event	Half day of event
Careers workshop delivered within a SEND school	Half day of workshop delivery
Careers workshop delivered at Nottingham College	1 day
Fused glass Pugin star workshop with Refugee Roots x 2	2 x 1 day events
Music event with Nottinghamshire SEND Keyworking Team	1 day event
Meet the Conservator tours	Drop in tours were offered twice a week during May 2024 with bookable tours for groups
Half term activities including crafts, workshops and tours	May half term- 2 full days of drop in activities 2 days of booked workshops
Pugin Study Day	1 day of workshops
Family and Neighbours Clothes Swap event	1 day event
Pop up event at the new Nottingham Central Library	2 days of activities
Volunteer Celebration event	1 day event
Christian Action Network meeting on site	1 day event
Focus group workshops to inform the Activity and Interpretation Plans	6 workshops
Heritage Open Days 2024	2 weeks of tours and special opening



Image: Students from Bennerley Fields School visiting the Cathedral for a creative workshop

The investment we made in pilot testing events and workshops meant that we were actually able to show not just testing, but our ability to adapt and change to meet the needs of target audiences. Some examples of this are:

- We decided early on in the development phase to introduce quiet/relaxed hours for SEND families. We trialed these at both the beginning and end of the day for Heritage Open Days and Discovery Day with little success. We therefore spoke to the parent and carer peer workers at the SEND Keyworking Conference our Engagement Manager attended and were advised that SEND families really wanted a full day of activities. We initiated this feedback at the earliest opportunity and used the Festival of Science event to trial this strategy. We ran two full day events with one day solely for SEND families and it was extremely popular.
- We ran a fused glass Pugin star workshop for service users of Refugee Roots which was very successful. As part of our post-event consultation we discovered that food is a big driver for encouraging participation in events. We therefore arranged for catering for the focus group session they agreed to participate in. We also brought the glass artist back as they were comfortable working with her.

## 2.18 What do people want to see included in the Activity Plan?

Consultation through the development phase and pilot testing has shown that people have demonstrated interest in a range of engagement opportunities. The table on the following pages lists the types of participation activity, and the data we have that shows that the activities will meet the needs of our audiences.

Type of activity	How do we know people want it?	How will it impact on the Activity Plan?
Guided tours/talks	<p>The response to the tours offered at Heritage Open Days and the feedback we received from them was extremely positive.</p> <p><b>Feedback:</b>  <i>We did not realise that we had such a beautiful Cathedral in Nottingham.</i></p> <p><i>Lived in Nottingham all my life and this is my first visit. Lovely space behind the building will visit again in the future.</i></p> <p><i>The tour was absolutely fantastic, I learned all about the history, preservation etc. There are too many things to mention. I found it all very informative thank you.</i></p> <p>The surveys we did at Heritage Open Days showed that guided tours/talks was the top priority for future events.</p> <p>Meet the Conservator Tours- during the pilot tours we ran in May with the Conservation Trainees the feedback and response was very encouraging. The tours had a higher than anticipated level of engagement from the parish and congregation.</p> <p>The Friends run a successful and established guided tour programme. There are a high level of enquiries for tours at the Cathedral from a variety of different organisations and groups.</p> <p>The guided tour that we ran with the Young Catholic Adults group showed a high level of interest and engagement with the project from a young adult audience.</p> <p>The surveys we did at Heritage Open Days 2023 showed that the development of the Cathedral through the ages was the most popular interpretation theme for the main audience who attended. This theme can be most appropriately explained through the use of guided tours.</p> <p>The parish consultation survey that the team carried out showed that Informative talks were the most popular (46%) along with evening events/concerts when asked about what sort of events people would like to see.</p>	<p>We will build in a programme of tours at various stages of the delivery phase. These will include themed awareness raising tours prior to the capital works starting, and tours during and after the restoration work.</p> <p>As part of this we will include family engagement tours to ensure that the information about the Cathedral's restoration is offered to a broad audience.</p>

	<p>This survey also showed that there was a high level of engagement with key potential tour themes. The development of the Cathedral through the ages was determined to be the most popular theme people wanted to learn more about. (66%)</p> <p>The consultation we did with NTU students showed that the tour they took part in inspired them to visit the Cathedral again. The student tour also led to some interesting discoveries about potential outcomes for young people's career choices. Two of the students who took part in the tour and consultation said they had not considered a heritage career before but would consider it as an option following the tour.</p> <p><b>Pugin study day consultation</b>  Visitors were given options of other events and asked to say which ones would be of interest to them.</p> <ul style="list-style-type: none"> <li>☑ Talks x 27</li> <li>☑ Activity Days x 4</li> <li>☑ Creative art activities x 2</li> <li>☑ Evening events e.g. concerts/immersive experiences x 18</li> </ul> <p>The parish survey showed that 48% of respondents would like to see more educational talks within programming, the second highest preference.</p> <p>The parish survey also showed that the subject of the development of the Cathedral through the ages was the most popular interpretation theme with 46% of respondents citing it as their number 1 priority.</p> <p>The consultation exercise we carried out with international students showed that all respondents felt that they had little or partial knowledge and wanted to know more. 73% would like someone to meet and greet and guide them around the Cathedral. 36% of respondents would prioritise a guided tour as part of their visit over any other form of interpretation.</p>	
Family events	<p>Our pilot testing family engagement programme has been one of the most successful elements of the development phase at the Cathedral. Family activities have been included within Heritage Open Days and Light Night and developed to an offer for the county wide Festival of Science and Curiosity. We have also run school holiday activities in October and May.</p>	<p>There will be a range of opportunities for families to engage throughout the Activity Plan. From family tours, to arts and craft sessions, Light Night,</p>

	<p>We have been able to show through the development phase that by learning about getting the offer, the welcome, and the promotion right, we can be very successful at attracting diverse family audiences to events and activities at the Cathedral.</p> <p>We know from the evaluation carried out at these pilot activities that the family engagement programming is highly successful in attracting new audiences to the Cathedral. At Discovery Day 60% of attendees who completed a survey had never been to the Cathedral before. 100% of respondents stated that their experience that day would encourage them to come back again for future events or activities.</p> <p>The Youth Choir focus groups showed us that there was a need for more opportunities for families to engage beyond mass/Catholic activities to be able to feel fully connected to the Cathedral. The girls youth choir told us that they thought more family events and activities were needed to attract younger audiences to the Cathedral.</p> <p>The Playhouse told us that they were trying to build partnerships with other organisations to support family activities and improving their school holiday offer was a priority.</p> <p>A Fundraising Campaign Consultation ran by the Diocese showed that 32% of respondents, the second highest, opted for mission related projects as their funding priority. Mission projects can include engagement and work with new and diverse audiences.</p> <p>The parish survey carried out by the Restoring Pugin project in 2024 showed that family days were the third most popular option for future event types. (31%)</p> <p>The survey we carried out at Heritage Open Days 2023 showed us that 65% of respondents would like to attend either arts or crafts or family events.</p> <p>The targeted consultation we carried out with attendees at Heritage Open Days showed us that the family events were an excellent way to bring inter-faith groups into the Cathedral in a welcoming and inclusive way.</p> <p>The Discovery Day survey showed that future family events or arts and craft events would be of interest to 60% of respondents.</p>	<p>Festival of Science and Curiosity and the new Pugin children's trail.</p>
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SEND events	<p>The consultation we did with the Nottinghamshire SEND Keyworking Team showed that there was a real gap in provision for SEND families. They invited us to their parent/carer keyworking conference in December 2023 and we were able to speak to a range of professionals and parents for advice on what the offer needed to be.</p> <p>Parents and carers- at the conference we were able to speak to parents and carers of SEND children. This enabled us to have the opportunity to talk about our ideas for engagement activities at the Cathedral and find out how the offer needed to be shaped to meet their needs.</p> <p>As a direct result of this consultation with parents and carers we were able to design a day just for SEND families as part of our Festival of Science and Curiosity event. This day was extremely popular and attracted SEND families, SEND schools and SEND day-provision services.</p> <p>We were also fortunate to be able to speak to parents of SEND children within the congregation who were also able to share some ideas on how to ensure our offer was accessible.</p> <p>The pilot testing we did at the Festival of Science and Curiosity showed us that there is a real need and enthusiasm for a SEND offer for family events. Attendee numbers at the second day of the event which was targeted and advertised for SEND families was 230. This is astonishingly high when compared with the 395 that attended the general admission event.</p> <p>At the Festival of Science and Curiosity we also had engagement and participation from Rumbletums SEND service users and SEND students from Bennerley Fields School who had engaged with us for the heritage careers workshops and resources.</p> <p>Consultation with Christian Action Network at a focus group in June 2024 showed us that they really value the inclusion of a SEND provision within our activity offer. They have stated that this is often missing in the offer provided by other services.</p> <p>Feedback from Leanne at Transforming Notts Together:</p> <p><i>Thank you for your wonderful workshops and events that are being held at the Cathedral. I know friends of mine have really appreciated the fact that SEN and neurodiverse children/families have been thought of when planning these events. As a parent of children with a wide age range, I have loved the fact that the sessions seem to cater</i></p>	<p>Our offer for Festival of Science and Curiosity 2026 will focus on SEND audiences.</p> <p>We have included a range of activities working with the Nottinghamshire SEND keyworking team within the Activity Plan.</p> <p>We will work with our SEND partners including schools and Rumbletums café to include an offer for their service users and students to engage with our events.</p>
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	<i>for all children and now I know where the Cathedral is, we'll be sure to attend the next event held. I had thought it was the church near Market Square</i>	
Volunteering opportunities for SEND students	<p>We have had a high level of interest for volunteer and work placement opportunities throughout the development phase.</p> <p>Our direct consultation with SEND schools has shown us how much focus is placed on offering a variety of work experience settings for students in their final two years of schooling. We now know that this is significantly more of a feature within their schooling than in mainstream schools.</p> <p>One to one interviews with school staff has shown us that there is a high level of interest in any voluntary/work placement opportunities that we can provide on site.</p>	We have built in provision in the Activity Plan for a range of work placement opportunities from SEND education organisations.
Game and VR	<p>A huge amount of development work and consultation has been carried out during this phase of the project to ensure that the game meets the needs of its target users, and most importantly, is fun and engaging to play. Extensive development, story board workshops and testing has been carried out within schools including SEND during the development phase.</p> <p>Consultation in SEND schools has shown us that the game is perfectly placed to meet the needs of SEND students. Gaming in particular supports SEND young people to engage with learning, and it can form an essential part of their emotional and social wellbeing. Gaming and online content can be an extremely successful way of helping to support SEND young people with downtime and release, and doesn't have the same social demands as face to face games and activities.</p> <p>The feedback from initial testing of the game in schools led to significant improvements, prompting a second round of testing in June 2024 during a visit of Loughborough Foundation Schools to NTU. Over 80% of the children reported enjoying the game. Their feedback highlighted several key suggestions to enhance the game's appeal and educational value: incorporating additional levels to extend gameplay; introducing more challenges to increase engagement and difficulty; and adding more instructions and guidance, such as a character to guide the player through the game. These suggestions were crucial for refining the game and ensuring it is both enjoyable and educational.</p>	<p>The game will form a key part of the heritage resource pack featured within our Activity Plan.</p> <p>The Activity Plan has a number of opportunities for the game to feature within project events.</p> <p>There will be a schools launch, and a public launch of the game.</p>

	<p>Consultation with the youth choirs, the boy's choir in particular told us that there was a high level of interest in both the game and the VR experience. They felt that this would be an ideal way to engage younger people and all wanted to have the opportunity to play the game.</p> <p>When we tested the game at the Festival of Science event there was a very high level of interest and people were highly engaged with the game content.</p> <p>Consultation we did with Rumbletums SEND trainees also showed a high level of interest and engagement with the VR and the game.. The coordinators have asked if their service users can have access to the game when it is finalised.</p> <p>The outcomes from the game development and testing are provided in full in Appendix 1.</p>	
Free city events	<p>Discussions held with participants at Light Night has shown us that people want to see more free city centre based events. They instill a sense of community, identity and belonging for the Cathedral. They enable the Cathedral to welcome and engage a diverse range of audiences and demonstrate the wider offer of the site as a heritage attraction and community asset.</p> <p>We asked people at Heritage Open Days to choose the event types they would be most interested in. Light Night and our idea for a Gothic Revival festival featured in the top five ideas.</p> <p>The survey we did at HODs 2023 interestingly showed that the idea for a Gothic Revival event was listed as a priority event for a third of respondents. The survey did not provide further detail of what this event offer would be but the response showed that despite this, people were interested in it as an event idea.</p> <p>Participating in the 2024 Festival of Science and Curiosity in 2024 marked a step change for the Cathedral in terms of its engagement offer. Through a partnership built with Ignite who run the festival we were able to introduce the Cathedral to a broad audience. We also took the opportunity to pilot test a SEND day as part of the event which came about as a direct request from the SEND parent/carers forum we are working with.</p>	<p>Festival of Science and Curiosity to form part of the Cathedral's annual offer.</p> <p>A Gothic Revival Festival was been designed by work placement students from the University of Nottingham. The ideas and workshops within this have been incorporated into the Christmas event within the Activity Plan.</p>



	<p>The feedback from the event, engagement with the offer and commitment from Ignite to work with us every year shows the need for this type of offer at the Cathedral.</p> <p>The focus group we held with Christian Action Network Nottingham in June 2024 told us that they thought linking in with the wider city offer was incredibly important for the Cathedral.</p>	<p>Heritage Open Days and Light Night will feature within the Cathedral's annual programme.</p>
<p>Art and creative workshops for all ages</p>	<p>Our arts and craft drop in workshops have been popular throughout the project. The feedback from the arts and crafts drop in workshops has shown that they are highly successful in bringing in new audiences and making people feel that they will be welcomed at the Cathedral.</p> <p>The consultation we did at Heritage Open Days during the tours showed that arts and crafts featured within the top 4 types of events people wanted to see</p> <p>The survey we carried out at Heritage Open Days 2023 showed that the colours, patterns, creativity and inspiration of Pugin's designs were the second most popular interpretation theme people were interested in.</p> <p>The family survey we carried out at HODs showed that arts and crafts events were the most popular idea for events that family audiences would like to see in the future.</p> <p>The pilot testing we have done during the development phase has shown a high level of engagement and interest in creative arts-based workshops. We have trialed fused glass and mindful embroidery, both of which have been fully booked on both occasions and have received excellent feedback from participants.</p> <p>At Light Night 2024 we ran family lantern making workshops at the Playhouse and surprisingly we had a number of adults come along to join in without accompanying children. When we enquired what had led them to the activity they said there was a shortage of free creative activities they could participate in.</p> <p>This was echoed through our experience with our Pugin embroidery workshops which were aimed at children. The parents accompanying them wanted to participate and thoroughly enjoyed the experience.</p>	<p>There will be a diverse and engaging programme of arts and creative workshops in the Activity Plan for general audiences, and for our specific target audience focused work.</p>

	<p>The family craft sessions we held for HODs showed us how the introduction of creative activities with a welcoming offer could help to break down faith-based barriers to engagement.</p> <p>The pilot testing we did with Refugee Roots showed that it was the creative art activity that had drawn people in. It was particularly interesting to younger members of their group who didn't always engage with the activities on offer.</p> <p>During the development phase we have strengthened the lapsed relationship with St Joseph's school, a neighbour of the Cathedral. Through this work we have also established a partnership with their pre-school nursery and hosted a number of creative events which they have been very keen to attend.</p>	
Work with Refugee and Asylum Seeker communities	<p>We have done a huge amount of work with Refugee Roots to ensure that the offer we have pilot tested during the development phase was appropriate.</p> <p>We have been delighted by the response and attendance at the workshops we have run for their service users. We were repeatedly told that there were understandable issues encouraging people to engage in activities. This attendance and interest shows us that the offer we are proposing is what people want.</p> <p>Refugee Roots have told us that:</p> <ul style="list-style-type: none"> <li>• They struggle to engage younger adults with their activities. They were therefore delighted to see some of their service users who hadn't engaged in a long time at the Pugin fused glass workshop we ran.</li> <li>• Planning workshops that follow on from another activity they might be running (i.e English workshops) is a good approach</li> <li>• They are recruiting an Arts Coordinator role and will be looking for venues capacity and resource to create and maintain workshops and participation activities across the city. They would be very keen to work in partnership with us to share resources to create a high quality offer for their service users.</li> </ul> <p>Our pilot testing event held with service users in March showed us that the Cathedral does have an opportunity to engage this hard to reach audience. The coordinators from Refugee Roots worked hard to manage our expectations around attendance and cancelled bookings. We were therefore delighted, as were they, when all 14 of the people booked on the workshops we ran all turned up on the night.</p>	<p>A range of participation opportunities have been included within the Activity Plan. These activities are based on our pilot testing activities and will encourage Refugee Roots service users to participate at the Cathedral.</p> <p>Included within this offer is a range of workshops for refugee families as we know from our consultation with Refugee Roots that there is a lack of inclusive and welcoming provision during school holidays.</p>

	<p>The focus group we held with Christian Action Network showed that they thought there was a huge amount of potential for the Cathedral to support refugee and asylum seeker communities, and they advised us that working with Refugee Roots and continuing that partnership would be the best step forwards with increasing engagement. They emphasised the need for spaces that welcome and reflect the diversity of visitors.</p> <p>The Diocesan survey carried out in 2024 showed that activities relating to “mission” were listed as the most important fundraising topic for almost a third of respondents. The engagement work we are proposing with Refugee Roots is classed as ‘missionary’ activities.</p> <p><b>Focus group with Refugee Roots:</b> Participants expressed interest in attending concerts and other events, noting positive experiences with past events like Night Light.</p> <p>The focus groups highlighted the importance of accessibility, cultural sensitivity, and community engagement in enhancing the experience of refugees at Nottingham Cathedral. Implementing these insights will help create a more inclusive and welcoming environment, fostering a sense of belonging and community among all visitors.</p> <p>A key message that came across through all focus groups is that the Cathedral is for everyone regardless of who they are and their circumstances. Therefore, it is important to make sure everyone feels welcome when they come into the building.</p> <p>Recent work with the Nottingham Women’s Centre, the Nottingham Refugee Forum, and SERCO who provide support services for refugees, has shown that there is a real need and gap in provision for positive inclusive activities for children and families in the city.</p>	<p>Within the Activity Plan we have included provision for the creation of activity packs for families to be delivered to the city hotels housing refugees and asylum seekers.</p>
Profile raising for the Cathedral	<p>Consultation with Diocesan clergy and staff and parishioners displayed an awareness that the Cathedral is under-used even by the wider Diocese. There could be more engagement with secular civic events, such as lighting up, city celebrations, and activity trails. It was felt that Restoring Pugin would put the Cathedral on the map.</p> <p>Consultation carried out at the Belters Concert in December showed that people thought the most important outcome of the project was that more people will know about and visit the Cathedral</p>	<p>There is a range of activities, initiatives and programming ideas within the Activity Plan that are designed to raise</p>

	<p>The parish survey carried out by the Restoring Pugin team in 2024 also showed that people thought that ‘More people would know about the Cathedral’ was the most important outcome of the project (31%).</p> <p>The consultation carried out with the Cathedral Arts and Crafts group showed us that internally within the organisation volunteer groups were keen to see the Cathedral promoted more, and for more people to know about it and use it.</p> <p>Our extensive work during the development phase has shown that there is a huge amount of potential for partnership working raising the profile of the Cathedral within the city and beyond. Our Engagement Manager has established the Cathedral as a key player in a range of networks include ChalleNGE (Nottinghamshire Cultural Organisation) and Christian Action Network Nottingham.</p> <p>The focus group with Christian Action Network Nottingham confirmed what we felt about the Cathedral’s profile within their network. Prior to the Restoring Pugin project there was no representation from the Cathedral within the network, and many missed opportunities to engage. Through our Engagement Manager attending their network meetings and sub-groups, we have developed partnerships with a range of interested organisations. Hosting the network at the Cathedral in June 2024 gave us a physical presence and identity within the network and we will build on that within the Activity Plan.</p> <p>Christian Action network felt that the Cathedral does not appear in tourist guides or city heritage promotion and is perceived as being only for Catholics.</p>	<p>the profile of the Cathedral.</p> <p>These include events, engagement programmes, marketing, communication and signage.</p>
School programming	<p>During the development phase we have had a number of school visits to the Cathedral which has enabled us to carry out testing and consultation, building on the work that was done pre-development phase. These visits have included both mainstream and SEND schools.</p> <p>The feedback from SEND schools was that the visit met the needs of all of their students different needs.</p> <p>Mainstream school feedback: Three teachers completed feedback forms from mainstream schools. They all considered that their pupils had</p>	<p>A programme of school engaging opportunities has been developed for the Activity Plan including group visits, tours and interactive activities including the game.</p>

	<p>gained knowledge as a result of their visit. Importantly they all considered that the session had worked for all the different needs of the pupils.</p> <p>When asked about what they thought was the best part of the session for their students one theme that featured was seeing the older parts of the Cathedral and what was happening with the restoration. Two teachers stated that they would bring their pupils again and that regular visits to the Cathedral would benefit the pupils. None of the teachers were aware of any prior involvement with the project by either staff or pupils from their schools.</p> <p>When asked what they enjoyed the most pupils said they liked:</p> <ul style="list-style-type: none"> <li>📖 Learning about the Cathedral x 6</li> <li>📖 Stained glass windows x 5</li> </ul> <p>Consultation with St Joseph's school which is situated next to the Cathedral showed that there was a real gap for engagement opportunities with them. They were very keen on tours, creative activities and the opportunity to work towards Arts Award. They expressed an interest in being involved in a Takeover Day event idea where their students could take over an element of running the Cathedral for the day.</p>	<p>A takeover day has been developed following consultation with St Joseph's school.</p>
Heritage careers resources and careers fairs	<p>The heritage careers sessions we have piloted during the development phase have been highly successful.</p> <p>Our Engagement Manager has delivered heritage careers workshops at both Bennerley Fields SEND school and Rumbletums CIC, a training enterprise for SEND young people. The feedback from both sessions was very positive and both organisations expressed an interest in volunteering work placements for their students as a result of the workshops.</p> <p>In June 2024 the Heritage Assistants and one of the trainees attended Nottingham college to present a careers workshop to sixth form students. As a result of this a number of enquiries were made directly to them about conservation courses and access to heritage careers. There were also a number of enquiries about volunteering opportunities on the project.</p> <p>The consultation we did with SEND schools has shown us that there is a gap in careers provision for SEND young people. Careers resources are focused on practicalities of leaving school and starting a job rather than individual</p>	<p>Careers Fair to be held at the Cathedral</p> <p>Heritage careers resource pack will be developed to include Pugin's Revival game</p> <p>Attendance and support at other organisations careers fayres</p>

	careers choices. The guidance we received from careers leads in SEND schools informed our decision to include the development of SEND specific resources in the Activity Plan to work alongside the game.	
Activities sharing the progress of the restoration works., including time lapse video of the restoration project.	<p>Teachers attending for a school visit at the Cathedral which involved a visit to the nearby Mary Potter Heritage Centre and the Cathedral, highlighted seeing the restoration work as the second most useful part of their visit.</p> <p>Nottingham Trent University have shown a high level of interest in including tours of the Cathedral as part of their cultural offer in the following academic years.</p> <p>During the development phase the project team have worked hard to increase our social media reach on Facebook and Instagram. It was noted that the posts providing photos and findings from the paint science investigations were significantly higher than any other in terms of reach.</p>	Production of a time lapse video working in partnership with students from NTU is included within the Activity Plan.
<p>Places of Welcome and Renew Wellbeing social groups at the Cathedral.</p> <p>Targeted engagement work with members of the community at risk of loneliness and social isolation</p>	<p>The 2019 research carried out around the theme of sacred space showed that there was a yearning for a place of peace and tranquillity in the city centre.</p> <p>Findings from the focus group held with Christian Action Network focussed a lot on the need for spaces of peace and tranquillity. They were unsure about the likelihood of bringing people straight from the busy environment of Derby Rd and felt that using the back entrance and garden as a more accessible and welcoming route was the best plan. They identified the garden, and hall as being quiet, welcoming, and peaceful and an ideal place for reflection, and mindfulness. They also told us that they felt there was a lack of a central, welcoming space for community activities within the city. They felt that as the Cathedral is easily accessible within the city it was well placed to be a community hub.</p> <p>Consultation with Transforming Notts Together in 2023 and during the focus group in June 2024 was very clear about the need for Places of Welcome at the Cathedral. They feel that the Cathedral is well placed to offer activities for those who are at risk of loneliness or social isolation. They also explained that there is a great need for churches to provide these activities and spaces, especially within inner cities.</p>	<p>Places of Welcome will be developed at the start of the delivery phase leading to a more developed Renew Wellbeing space by the end of the Activity Plan.</p> <p>Both initiatives are led by and supported by partner organisations who provide training and support.</p>

<p>Volunteer programming and the Friends of the Cathedral</p>	<p>Consultation with the Friends during the period of the development phase has shown us that there is a demand for people to become more involved in the project delivery.</p> <p>Consultation carried out with the Nottinghamshire Volunteer Centre told us that there was demand for faith based volunteer placements.</p> <p>The parish consultation survey carried out by the Diocese of Nottingham in 2024 showed that 40% of respondents were interested in volunteering. This is a much higher number than anticipated.</p>	<p>An in depth programme of volunteer engagement, and volunteer development has been produced for the Activity Plan.</p>
<p>Work placement opportunities</p>	<p>The employment teams at both NTU and UoN have worked closely with us during the development phase and we have created work placement projects for students from both city universities.</p> <p>The feedback we have had from students working with us during the development phase has been very positive, and they have had the opportunity to benefit from the workforce development strand of our work including:</p> <ul style="list-style-type: none"> <li>• Cv and portfolio building</li> <li>• LinkedIn workshops</li> <li>• Training to increase knowledge of the sector</li> </ul> <p>We have had a high number of placement applications and consultation with students has shown us that there is high demand for placements across the sector.</p> <p>One work placement student from the University of Nottingham went on to be successfully gaining a paid employment opportunity working on the project as a Heritage Assistant.</p> <p>The consultation we did with SEND schools showed us that there was a real need and enthusiasm for work placement and volunteer opportunities for their students.</p> <p>Rumbletums SEND training organisation have expressed an interest in enabling their students to take part in work placements at the Cathedral in the delivery phase.</p> <p>We have developed the partnership with NTU's Museum and Heritage Masters students which has led to us offering work placements to two international students during the development phase.</p>	<p>A programme of work placements will be offered within the Activity Plan including:</p> <ul style="list-style-type: none"> <li>• UoN undergraduates</li> <li>• NTU MA-Museum and Heritage Masters students</li> <li>• Rumbletums trainees</li> <li>• SEND students</li> </ul>

<p>Signage and welcome</p>	<p>Family feedback at events- a consistent theme that came through during our informal consultation with families who attended our events was signage and orientation. People found the Cathedral itself relatively easily but once on Derby Rd, or North Circus Street they were unsure how to access the activity or event. They found it intimidating to come into the Cathedral when mass was taking place and needed reassurance from volunteers or project team that it was ok.</p> <p>At the Refugee Roots pilot testing workshop we found that people were very reluctant to walk through the Cathedral to gain access to the hall. We sent out very clear instructions and a map reassuring people that they were very welcome to walk through the Cathedral but most chose to enter through the back entrance via the car park.</p> <p>An NTU Architectural Heritage student project determined that there was a large footfall on Derby road during each observation visit, however the lack of prominent signage viewable by the public was likely to influence the chance of drop in visits.</p> <p>At the focus group held with Christian Action Network they emphasised the need for spaces that welcome and reflect the diversity of visitors. They felt that visitors could feel uneasy about entering due to poor signposting and unclear entrances. They made comparisons with other sites including Leicester and Lincoln where better signposting and guided spaces improve accessibility.</p> <p>At the Pugin Study Day we asked people what they thought about signage and welcome at the Cathedral. The following comments were made:</p> <ul style="list-style-type: none"> <li>• Had problems with accessibility x 3</li> <li>• Had trouble finding it walking</li> <li>• Crossing the threshold was hard – it looks dark but the people are so welcoming.</li> <li>• A little forbidding – personal association with incense.</li> <li>• Thought the entrance could be improved.</li> <li>• Accessible but feel sorry for its sorry state. I look forward to seeing it restored to a much more welcoming and Pugin-like entrance.</li> <li>• Some more obvious signs would have been welcoming.</li> </ul> <p>The consultation we carried out with international students told us that:</p>	<p>Within the Activity and Interpretation plan there will be various development plans for increased signage, and ways of engaging passers by on Derby Rd/</p> <p>Welcome features as one of the key strands of the Activity Plan and will inform everything we do.</p> <p>A team of volunteers will be recruited and trained to support existing volunteers with welcome and meet and greet.</p>
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	<ul style="list-style-type: none"> <li>• 24% of respondents thought that the Cathedral was not easy to identify and enter</li> <li>• 18% thought that the signage and guidance around the Cathedral was insufficient</li> <li>• 76% thought that the entrance area and signage needed to be improved</li> </ul> <p>The Refugee Roots focus group noted there was a noted lack of signage indicating that visitors could enter the Cathedral. Some participants felt intimidated to enter and suggested a person who welcomed them with a smile would really help.</p>	
Willson House mural	<p>The consultation we did at the June Derby Rd clothes swap event showed an overwhelmingly positive response to the idea of a mural on Willson House to raise the profile of the Cathedral and the project, and to help orientate people as to where the Cathedral is on Derby Rd.</p> <p>The feedback included these comments:</p> <p>Comments:</p> <ul style="list-style-type: none"> <li>☑ Yes good idea to make people aware.</li> <li>☑ Make it colourful and bright to be appealing.</li> <li>☑ I think this is a great way to draw attention to it.</li> <li>☑ Sounds amazing, I would visit to see it.</li> <li>☑ Something that incorporates traditional Catholic iconography and the Cathedrals gothic inspired architecture.</li> <li>☑ Something that highlights the history of the building and project's intention which will ignore trends and changing ideas so it can stand the test of time without looking tacky.</li> <li>☑ Sounds fantastic! What a super way to brighten up the area.</li> <li>☑ I think this would be amazing – taking inspiration from the details inside the Cathedral and putting a modern twist on it.</li> <li>☑ I think this a brilliant idea. It will bring more people in and make them aware that the Cathedral has so much to offer and show their commitment to the community.</li> <li>☑ I think this is a great idea. Beautiful way to get people's attention.</li> <li>☑ Yes, really great idea – community at the heart and bringing people together. Good to bring a wide audience but focus on youth to inspire younger people to the Cathedral.</li> </ul>	Community led production and design of a mural for Willson House

<p>Immersive events like Light Night and Luxmuralis</p>	<p>The focus group that took place with the Friends showed that whilst there was initially some reluctance and nervousness around the idea of Luxmuralis- the general consensus from participants was that it would be a good profile raising activity for the Cathedral.</p> <p>Consultation at pilot testing events during the development phase has shown us that Light Night was one of the most popular events people wanted to see more of at the Cathedral. Luxmuralis is a step-change from Light Night but it shows that this is the sort of event people want to engage with.</p> <p>Feedback from Light Night was incredibly positive and numbers grew to 4000 in 2024 from 1500 in 2023</p> <p>Our visits to Birmingham and Leicester Cathedral have underpinned what we thought about the benefits of bringing the event to Nottingham Cathedral. The project team at Birmingham were able to share the impact and engagement outcomes with us from their event. The Leicester team have invited project Engagement Manager Helen to view their installation in November.</p> <p>At the Pugin study day visitors were given a list of event types they might like to see at the Cathedral. Concerts and immersive events were the second highest choice of participation activity, second only to talks.</p> <p>The consultation we did at the Derby road Clothes swap in June 2024 showed us that there was an overwhelming positive response to the idea of hosting Luxmuralis at the Cathedral. People felt that it would bring people to the city and back to the area. The percentage of respondents that said they would be interested in visiting the event was 88%.</p> <p>Student focus group findings: Students were generally positive about the visual appeal of a light show, provided it aligns with the Cathedral's historical and spiritual themes. They preferred it to be educational rather than purely entertainment. Ensuring that the event receives the Bishop's approval and aligns with the Cathedral's mission was seen as crucial.</p>	<p>A proposal for a Luxmuralis installation has been included within the Activity Plan.</p> <p>Light Night activities are included within the Activity Plan.</p>
<p>Children's Restoration activity trail</p>	<p>The Cathedral has a children's activity trail that exists from a previous project. It is of good quality however is not used or enjoyed by families as they don't know it's there, or don't feel confident to use it.</p> <p>As part of the pilot testing we tried using the trail as part of a targeted activity at Discovery day in October. This turned out to be a huge success and was an excellent way to engage families with the Cathedral architectural</p>	<p>New activity trail to be launched in the delivery phase with a focus on the restoration scheme, and the paint conservation.</p>

	<p>features. It marked a step change in terms of allowing and encouraging families to have fun within the sacred space.</p> <p>The pilot testing did show that there were some issues with the trail in terms of ease of use. It also doesn't focus on the actual restoration works or the paint.</p> <p><b>Parish focus group findings:</b> The group expressed a strong preference for children's leaflets. They particularly enjoyed the elements designed to engage children, such as treasure hunt activities, which make the visit more interactive and educational.</p> <p><b>Student focus group:</b> Students acknowledged that children's leaflets could be a great way to engage families visiting the Cathedral. They suggested including interactive elements like puzzles or treasure hunts to make the experience more enjoyable for younger visitors. The group emphasised the importance of keeping information simple and clear. Overly detailed or wordy leaflets could be off-putting, especially for those who are not familiar with the Cathedral's history.</p>	<p>Trail to be located near the foyer with signage to encourage use.</p> <p>Trail to be incorporated into events to encourage use.</p>
Places of Welcome leading to developing of Renew Wellbeing Space	<p>Consultation with Christian Action Network, Transforming Notts Together and Renew Wellbeing has shown that there is a gap in city provision for spaces targeted at those at risk of loneliness, isolation or mental health issues.</p> <p>We also know from our extensive consultation with partner organisations like Refugee Roots, that there is potential for the Cathedral to become a community hub. A place of welcome and inclusion for some of the most vulnerable members of the community.</p> <p>Renew Wellbeing have highlighted that whilst their community of Renew spaces are growing across the county, they have a gap in provision for Nottingham city. They have specifically said they would love for the Cathedral to be the guiding light for city centre Renew spaces.</p>	<p>Places of Welcome has been included within the early phase of the Activity Plan as this will be the first step to the Cathedral being able to offer this as part of its community hub offer.</p> <p>Setting up a Renew Wellbeing space has been included as an action after the restoration works have been completed.</p>

<p>Programme of talks, presentations and workshops to share the learning from the project</p>	<p>Museum Development Midlands have already shown interest in the schools engagement aspect of the project. They are interested in the Cathedral team sharing aspects of the learning from the project at future workshops and training.</p> <p>Other faith based heritage sites have also shown interest in the project, particularly how we are breaking down barriers to access.</p> <p>Early consultation has shown that there is a gap in the heritage sector for a faith based heritage network.</p>	<p>A programme of sharing events, workshops and talks has been developed for the Activity Plan.</p> <p>A proposal to set up a new professional network has been included within the plan.</p>
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### **3.The Vision**

As a project team we recognise the need to have clear project aims that drive forward the development of the Cathedral as an organisation, and also align with the vision and mission set out by Bishop Patrick.

We have analysed the project goals alongside the organisational goals particularly reflecting on the site masterplan to inform decision making.

We have focused on measurable goals but also those will be embedded within our organisation moving forwards. We are keen to avoid goal competition between the daily life of the Cathedral, and the project aims. They need to complement one another and not be at odds.

#### **3.1 Activity Plan strategic aims**

- To build on the partnerships that have been established or strengthened throughout the development phase
- To build our audiences and to be a place of welcome & tranquillity
- To place the Cathedral on the heritage map of Nottingham
- To enable the Cathedral to be known as a force for positive change in the community
- Support the Interpretation Plan and create synergy between project interpretation and activities
- Respond to the consultation to meet the needs of our target audiences.
- To grow the diversity of the heritage skills base and provide opportunities and support for sector entrants
- To follow an evaluation framework that will evidence the true value and impact of the Restoring Pugin project.
- To share the learning and best practice engagement outcomes we have achieved via a range of channels, specifically sharing good practice within the Catholic church community.
- To ensure that the architectural heritage game is promoted and used by a wide variety of our target audiences and build the gaming community

#### **3.2 What activities are we proposing in the Activity Plan?**

The content of the Activity Plan is designed to develop audiences, meet the requirements of one or more of our target audiences, and support and underpin the heritage fund investment principles.

The activities are realistic and achievable taking into account the resources and capacity of the Cathedral and the project team.

#### **3.3 Key strands- Activity Plan**

Based on the data we gathered from the broad range of consultation and pilot testing we have carried out in this phase, the main priority areas for activity were decided upon. The activities and development work fall into 4 key strands-

- Welcome and inclusivity
- Visitor experience, learning and enjoyment
- Education and heritage careers
- Place making/sense of place

### **3.3.1 Welcome and inclusivity**

The welcome and inclusivity strand encompasses all Activity Plan elements that centre around the theme of welcome, and making people feel comfortable visiting and engaging with the Cathedral.

A programme of volunteer development and infrastructure will form part of the Activity Plan. This will aim to provide cohesion between the groups of Cathedral volunteers, and also the existing and new project volunteers. New role descriptions will be created and recruitment planned. This will also involve development of a volunteer handbook with formal processes for induction, training, support and supervision.

The Activity Plan provides a wealth of opportunities for people to engage with the Cathedral, its history, and the paint project in an inclusive way.

### **3.3.2 Visitor Experience, learning and enjoyment**

The second strand of the Activity Plan is visitor experience, learning and enjoyment. This encompasses all elements of the Activity Plan that will aim to improve the visitor experience at the Cathedral and ensure that people enjoy their visit.

### **3.3.3. Education and heritage careers**

The third strand of the Activity Plan looks in depth at our offer for schools, both for educational programming, and for heritage careers. It includes our heritage careers resource pack, events and the architectural heritage game Pugin's Revival.

### **3.3.4 Place making/sense of place**

Our final strand focusses on place making- exploring how the Cathedral can become a community hub and establish itself as a key player within the community of Derby Road, and the wider city area.

The below table lists the key activities, desired outcomes, target audiences and link to the Heritage Fund's investment principles. Section 2 of the Activity Plan includes a project plan for each activity we are proposing, and a more detailed breakdown of resources needed.

### 3.4 Stage one- Prior to the restoration works starting

Proposed activity	Outcomes	Activity Plan strand(s)	Target audience	Link to The National Lottery Heritage Fund Investment Principles
<b>Recruitment of Welcome Lead post</b>	Increased numbers of volunteers engaging with the project  Increased volunteer satisfaction and retention  Improved visitor experience  Increased participation with events and activities at the Cathedral	Welcome and Inclusivity  Visitor experience, enjoyment and learning  Education and heritage careers	N/A	Inclusion, access and participation  Organisational sustainability
<b>Recruitment of Heritage Assistants</b>	Offer opportunities for sector entrants to explore the options of a heritage career	Education and heritage careers  Welcome and inclusivity	Young people studying or recently qualified in paint conservation  Young people studying at NTU and the University of Nottingham	Inclusion, access and participation  Organisational sustainability
<b>Launch event for the project- Parish and Friends</b>	Increased engagement with the project  Increased engagement in volunteer programming  Raising the profile of the Cathedral and the project	Place making  Welcome and inclusivity	Existing congregation and users of the Cathedral  Wider parishes of the Diocese	Inclusion, access and participation  Saving heritage
<b>Time lapse video commissioned through NTU</b>	Raising the profile and engagement with the project and	Visitor experience, enjoyment and learning	Young people studying at NTU and the University of Nottingham	Saving heritage

	the Cathedral, particularly on social media  Ensuring we have a project record	Education and heritage careers		Inclusion, access and participation
<b>NTU team to begin visiting schools including SEND partner schools</b>	Introduce the game to a wider audience, collect feedback on usability, and expand the community of users.	Education and heritage careers	Young people at secondary school who may consider a career in heritage or conservation  SEND schools	Saving heritage  Inclusion, access and participation
<b>Volunteer programme launched- role descriptions, handbook and support and supervision structure finalised. Volunteer Lead roles developed.</b>	Increased engagement with the project and the Cathedral  Increased engagement in volunteer programming  Raising the profile of the Cathedral and the project  Succession planning	Welcome and inclusivity  Visitor experience, enjoyment and learning	Existing congregation and users of the Cathedral  Young people studying or recently qualified in paint conservation  Young people studying at NTU and the University of Nottingham  People working in Nottingham	Inclusion, access and participation  Organisational sustainability
<b>Training programme begins with Transforming Notts Together to run Places of Welcome initiative. A project to welcome people at risk of loneliness and social isolation to a weekly drop in.</b>	Engagement with hard to reach audiences including refugees, asylum seekers and those at risk of loneliness, social isolation and poor mental health  Increased engagement with the project  Increased engagement in volunteer programming	Place making  Welcome and inclusivity  Visitor experience, enjoyment and learning.	People working in Nottingham  Students  Existing congregation, volunteers and users of the Cathedral including Friends of the Cathedral  Current and new residents of Nottingham including recent migrants, families with children with SEND, young	Inclusion, access and participation



	Raising the profile of the Cathedral and the project		people with mental health conditions, socially isolated people,	
<b>Set up training programme for volunteers to include safeguarding, mental health awareness and H&amp;S</b>	<p>Increased skills development in volunteer workforce</p> <p>Improved support and supervision of volunteers</p>	<p>Welcome and inclusivity</p> <p>Visitor experience, enjoyment and learning</p>	<p>Existing congregation and users of the Cathedral</p> <p>Young people studying or recently qualified in paint conservation</p> <p>Young people studying at Nottingham Trent University and the University of Nottingham</p> <p>People working in Nottingham</p>	<p>Inclusion, access and participation</p> <p>Organisational sustainability</p>
<b>Promotion of Places of Welcome initiative</b>	<p>Increased engagement with the project and the Cathedral</p> <p>People feel welcome and included at the Cathedral</p> <p>The Cathedral has the opportunity to diversify its audiences</p> <p>The Cathedral is able to demonstrate further contribution to missionary projects</p>	<p>Welcome and inclusivity</p> <p>Visitor experience, enjoyment and learning</p>	<p>Existing congregation and users of the Cathedral</p> <p>Students</p> <p>People working in Nottingham</p> <p>Current and new residents of Nottingham</p>	<p>Inclusion, access and participation</p> <p>Organisational sustainability</p>
<b>Launch of the game for schools and the public</b>	<p>Ensure that the significant investment in the game results in a high level of engagement and use.</p> <p>Build the community of gamers.</p>	<p>Education and heritage careers</p> <p>Visitor experience, enjoyment and learning</p>	<p>Secondary schools in Nottingham with higher than average SEND pupils and those in areas with poor social mobility.</p> <p>SEND schools</p>	<p>Inclusion, access and participation</p> <p>Saving Heritage</p>

			Families with children with SEND  Current and new residents of Nottingham	
<b>NTU team to begin on site workshops to the lab to demonstrate the game</b>	Showcase the game and provide interactive sessions	Education and heritage careers  Visitor experience, enjoyment and learning  Welcome and inclusivity	Secondary schools in Nottingham with higher than average SEND pupils and those in areas with poor social mobility.  SEND schools	Inclusion, access and participation  Saving Heritage
<b>Set up youth forums</b>	Enable us to build on the work we have done with the youth forums through the development phase.  Provide opportunities for young people to be involved in the project and the life of the Cathedral.  Increased engagement with the project and the Cathedral  People feel welcome and included at the Cathedral  The Cathedral has the opportunity to diversify its audiences	Welcome and inclusivity  Visitor experience, enjoyment and learning  Place making	Existing congregation via the Youth Choirs  Young Catholic Adults Group  Students	Inclusion, access and participation  Organisational sustainability

<b>Design a Pugin window competition launched</b>	<p>Enable us to build on the work we have done with the youth forums through the development phase. They requested an art competition as an initiative to engage younger audiences.</p> <p>Provide opportunities for young people to be involved in the project and the life of the Cathedral.</p> <p>Increased engagement with the project and the Cathedral</p>	<p>Welcome and inclusivity</p> <p>Visitor experience, enjoyment and learning</p> <p>Place making</p>	<p>Students</p> <p>Schools in the city and the wider area</p> <p>SEND schools</p>	Inclusion, access and participation
<b>Work placement opportunities with NTU and UoN</b>	<p>Increased skills development in volunteer workforce</p>	<p>Welcome and inclusivity</p> <p>Education and heritage careers</p>	Young people studying at NTU and the University of Nottingham	Inclusion, access and participation
<b>Work placement opportunities with SEND schools and Rumbletums trainees</b>	<p>Increased skills development in volunteer workforce</p> <p>Inclusive opportunities provided for SEND young people to consider heritage careers</p>	<p>Welcome and inclusivity</p> <p>Education and heritage careers</p>	Young people with SEND.	Inclusion, access and participation
<b>Commission of Willson House mural and community co curation workshops</b>	<p>Increased engagement with the project and the Cathedral</p> <p>Increased visitor numbers</p>	<p>Place making</p> <p>Welcome and inclusivity.</p>	<p>Young people studying at NTU and the University of Nottingham</p> <p>Current and new residents of Nottingham</p>	<p>Inclusion, access and participation</p> <p>Organisational sustainability</p>

	Increased social media following		People working in Nottingham	
<b>Set up faith based heritage sector network</b>	<p>Opportunities for sector sharing and learning</p> <p>Increased skills development for staff and volunteers</p>	<p>Welcome and inclusivity</p> <p>Education and heritage careers</p>	Other heritage organisations and the Catholic and faith based communities.	<p>Organisational sustainability</p> <p>Saving heritage</p>

### 3.5 Stage 2- During the restoration works

<b>Proposed activity</b>	<b>Outcomes</b>	<b>Activity Plan strand(s)</b>	<b>Target audience</b>	<b>Link to The National Lottery Heritage Fund's Investment Principles</b>
<b>Design and production of guidebook and interpretation panels</b>	<p>Increased knowledge of the Cathedral and its Pugin related history</p> <p>Improved visitor experience</p>	Visitor experience, enjoyment and learning	<p>Young people studying at NTU and the University of Nottingham</p> <p>Current and new residents of Nottingham</p> <p>People working in Nottingham and visitors to Nottingham</p> <p>Existing congregation and users of the Cathedral</p>	Inclusion, access and participation
<b>Design and installation of promotional banners around proximity of the Cathedral</b>	<p>Improved visitor experience</p> <p>Increased footfall into the Cathedral</p> <p>Increased engagement with the project and the Cathedral</p>	<p>Visitor experience, enjoyment and learning</p> <p>Place making</p>	<p>Young people studying at NTU and the University of Nottingham</p> <p>Current and new residents of Nottingham</p> <p>People working in or visiting Nottingham</p>	Inclusion, access and participation

	Raising the profile of the Cathedral			
<b>Range of creative workshops for key target audiences</b>	<p>Increased engagement with the project and the Cathedral</p> <p>Improved wellbeing outcomes for participants</p>	<p>Visitor experience, enjoyment and learning</p> <p>Place making</p> <p>Welcome and inclusivity</p>	All target audiences will benefit from the range of creative workshops planned	Inclusion, access and participation
<b>Meet the conservator tours</b>	<p>Improved visitor experience</p> <p>Increased engagement with the restoration</p> <p>Increased footfall into the Cathedral</p> <p>Increased engagement with the project and the Cathedral</p>	<p>Visitor experience, enjoyment and learning</p>	<p>Young people studying at NTU and the University of Nottingham</p> <p>Current and new residents of Nottingham</p> <p>People working in or visiting Nottingham</p> <p>Existing congregation and users of the Cathedral</p>	Inclusion, access and participation
<b>Wilson House community mural installed</b>	<p>Improved visitor experience</p> <p>Increased footfall into the Cathedral</p> <p>Increased engagement with the project and the Cathedral</p> <p>Increased publicity and promotion</p>	<p>Visitor experience, enjoyment and learning</p> <p>Place making</p>	<p>Young people studying at NTU and the University of Nottingham</p> <p>Current and new residents of Nottingham</p> <p>People working in and visiting Nottingham</p> <p>Derby Road community</p>	Inclusion, access and participation
<b>Volunteer Lead roles recruited</b>	<p>Improved visitor experience</p> <p>Improved volunteer retention</p>	Place making	Young people studying at NTU and the University of Nottingham	Inclusion, access and participation

	Succession planning	Welcome and Inclusivity	Current and new residents of Nottingham People working in Nottingham Congregation and parish	Organisational sustainability
<b>Engagement programme with Refugee Roots and other support services for refugees and asylum seekers</b>	<p>Provide welcoming and accessible engagement opportunities for new audiences.</p> <p>Work towards making the Cathedral somewhere people can go to feel welcome.</p> <p>Put the Cathedral on the map as an organisation with inclusion at its heart.</p> <p>Increased engagement with the project and the Cathedral</p>	<p>Welcome and inclusivity.</p> <p>Place making</p> <p>Visitor experience, enjoyment and learning</p>	<p>Current and new residents of Nottingham</p> <p>Existing and new users of the Cathedral</p> <p>Refugee and asylum seeker communities</p>	Inclusion, access and participation
<b>Creation of activity pack for refugee families living in hotels in Nottingham</b>	<p>Provide welcoming and accessible engagement opportunities for new audiences.</p> <p>Work towards making the Cathedral somewhere people can go to feel welcome.</p> <p>Put the Cathedral on the map as an organisation with inclusion at its heart.</p>	<p>Welcome and inclusivity.</p> <p>Place making</p> <p>Visitor experience, enjoyment and learning</p>	<p>Current and new residents of Nottingham</p> <p>Existing and new users of the Cathedral</p> <p>Refugee and asylum seeker communities</p>	Inclusion, access and participation

	Increased engagement with the project and the Cathedral			
<b>Training programme for tour guides- work with <i>The Whole Story</i> storytelling company to professionalise and improve the tour</b>	<p>Increased knowledge of the Cathedral and its Pugin related history</p> <p>Improved understanding of the Pugin restoration project.</p> <p>Improved visitor experience</p> <p>Increased footfall into the Cathedral</p> <p>Increased engagement with the project and the Cathedral</p> <p>Increased publicity and promotion</p>	<p>Visitor experience, enjoyment and learning</p>	<p>Current and new residents of Nottingham</p> <p>People working in and visiting Nottingham</p> <p>Students</p> <p>Young people studying at NTU and the University of Nottingham</p>	<p>Inclusion, access and participation</p>
<b>Volunteer taster days</b>	<p>Increased volunteer engagement</p> <p>Improved volunteer experience</p> <p>Increased engagement with the project and the Cathedral</p> <p>Increased publicity and promotion</p>	<p>Welcome and inclusion</p> <p>Visitor experience, enjoyment and learning</p>	<p>Current and new residents of Nottingham</p> <p>People working in Nottingham</p> <p>Students</p> <p>Young people studying at NTU and the University of Nottingham</p>	<p>Inclusion, access and participation</p> <p>Organisational sustainability</p>
<b>Development and production of heritage careers schools</b>	<p>Increased awareness of access into heritage careers for young people.</p>	<p>Education and heritage careers</p>	<p>Students</p> <p>Young people studying at NTU and the University of Nottingham</p>	<p>Inclusion, access and participation</p>

<p><b>resource pack to include the architectural heritage game.</b></p> <p><b>NTU school visits and on site visits will continue during this stage.</b></p>	<p>Provide knowledge and support for SEND young people wanting to explore heritage career options.</p> <p>Promote use of the architectural heritage game.</p>		<p>Secondary schools in Nottinghamshire and the surrounding areas</p> <p>SEND schools</p>	
<p><b>Development of Arts Award offer- work with schools to create a piece of music inspired by patterns to be performed in the Cathedral a</b></p>	<p>Provide opportunities for SEND young people to achieve an arts award qualification.</p> <p>Increased engagement with the Cathedral</p>	<p>Education and heritage careers</p> <p>Visitor experience, enjoyment and learning</p> <p>Welcome and inclusivity</p>	<p>SEND schools</p>	<p>Inclusion, access and participation</p>
<p><b>Coffee and craft sessions with Notts Keyworking teams.</b></p> <p><b>Support and friendship session for parents and cares of SEND children</b></p>	<p>Increased engagement with the project and the Cathedral</p> <p>Development of partnership with Nottinghamshire SEND Keyworking Team</p> <p>Provide opportunities for SEND families to feel welcomed at the Cathedral</p>	<p>Welcome and inclusivity</p> <p>Place making</p> <p>Visitor experience, enjoyment and learning</p>	<p>Families with SEND young people and their siblings</p>	<p>Inclusion, access and participation</p>



<b>Careers events and support at school and college careers fairs</b>	<p>Increased awareness of access into heritage careers for young people.</p> <p>Provide knowledge and support for SEND young people wanting to explore heritage career options. Promote use of the architectural heritage game.</p>	Education and heritage careers	<p>Students</p> <p>Young people studying at NTU and the University of Nottingham</p> <p>Secondary schools in Nottinghamshire and the surrounding areas.</p>	Inclusion, access and participation
<b>Production and launch of children's trail</b>	<p>Increased engagement with the project and the Cathedral</p> <p>Provide opportunities for families to feel welcomed at the Cathedral</p> <p>Improved family visitor experience</p>	<p>Welcome and inclusivity.</p> <p>Visitor experience, enjoyment and learning</p>	<p>Families with SEND young people and their siblings</p> <p>Current and new residents of Nottingham</p> <p>Visitors to Nottingham</p>	Inclusion, access and participation

### 3.6 Stage 3- After completion of the restoration works

<b>Proposed activity</b>	<b>Outcomes</b>	<b>Activity Plan strand(s)</b>	<b>Target audience</b>	<b>Link to The National Lottery Fund Investment Principles</b>
<b>Launch event</b>	<p>Improved visitor experience</p> <p>Increased engagement with the restoration</p> <p>Increased footfall into the Cathedral</p>	Visitor experience, enjoyment and learning	<p>Young people studying at NTU and the University of Nottingham</p> <p>Current and new residents of Nottingham</p> <p>People working in Nottingham</p> <p>Students</p>	Inclusion, access and participation

	Increased engagement with the project and the Cathedral		Existing congregation and users of the Cathedral	
<b>Programme of school tours and education sessions</b>	<p>Increased engagement with the restoration</p> <p>Increased footfall into the Cathedral</p> <p>Increased engagement with the project and the Cathedral</p>	Visitor experience, enjoyment and learning	Primary and secondary schools in Nottinghamshire and the surrounding areas	Inclusion, access and participation
<b>Relaunch of programme of guided tours</b>	<p>Increased engagement with the restoration</p> <p>Improved visitor experience</p> <p>Increased footfall into the Cathedral</p> <p>Increased engagement with the project and the Cathedral</p>	Visitor experience, enjoyment and learning	<p>Young people studying at NTU and the University of Nottingham</p> <p>Current and new residents of Nottingham</p> <p>People working in and visiting Nottingham</p> <p>Students</p> <p>Existing congregation and users of the Cathedral</p>	<p>Inclusion, access and participation</p> <p>Organisational sustainability</p>
<b>Events programme- Christmas at the Cathedral, Light</b>	<p>Improved visitor experience</p> <p>Opportunity to reach new diverse audiences</p>	Visitor experience, enjoyment and learning	Young people studying at NTU and the University of Nottingham	Inclusion, access and participation

<b>Night, Festival of Science and Curiosity.</b>	<p>Increased income</p> <p>Increased opportunities for volunteer engagement</p> <p>Profile raising for the Cathedral.</p>	<p>Place making</p> <p>Welcome and inclusivity</p>	<p>Current and new residents of Nottingham</p> <p>People working in an visiting Nottingham</p> <p>Existing congregation and users of the Cathedral</p>	
<p><b>Kids in Museums Takeover Day- a one off event where a group of children can take over the running of a heritage organisation for a day.</b></p> <p><b>This would involve a group of SEND school children running an aspect of the Cathedral's operation for the day.</b></p>	<p>Increased schools engagement</p> <p>Provide opportunities for young people to engage and become involved in the life of the Cathedral</p> <p>Increased opportunities for volunteer engagement</p> <p>Profile raising for the Cathedral.</p>	<p>Education and heritage careers</p> <p>Welcome and inclusivity</p>	<p>Primary and secondary schools in Nottinghamshire and the surrounding areas.</p>	<p>Inclusion, access and participation</p>
<b>Derby Rd Feste working with Nottingham Playhouse</b>	<p>Improved visitor experience</p> <p>Partnership building</p> <p>Support for businesses on Derby Rd</p>	<p>Visitor experience, enjoyment and learning</p> <p>Place making</p>	<p>Young people studying at NTU and the University of Nottingham</p> <p>Current and new residents of Nottingham</p>	<p>Inclusion, access and participation</p> <p>Organisational Sustainability</p>

	<p>Increased income</p> <p>Increased opportunities for volunteer engagement</p> <p>Profile raising for the Cathedral.</p>	<p>Welcome and inclusivity</p>	<p>People working in and visiting Nottingham</p> <p>Existing congregation and users of the Cathedral</p>	
<b>Pop up events across the city</b>	<p>Opportunity to reach new diverse audiences</p> <p>Increased opportunities for volunteer engagement</p> <p>Profile raising for the Cathedral.</p>	<p>Visitor experience, enjoyment and learning</p> <p>Place making</p> <p>Welcome and inclusivity</p>	<p>Current and new residents of Nottingham</p> <p>People working in and visiting Nottingham</p> <p>Students</p>	Inclusion, access and participation
<b>Luxmuralis bespoke sound and light installation</b>	<p>Improved visitor experience</p> <p>Opportunity to reach new diverse audiences</p> <p>Increased income</p> <p>Increased opportunities for volunteer engagement</p> <p>Profile raising for the Cathedral.</p>	<p>Visitor experience, enjoyment and learning</p> <p>Place making</p> <p>Welcome and inclusivity</p>	<p>Young people studying at NTU and the University of Nottingham</p> <p>Current and new residents of Nottingham</p> <p>People working in and visiting Nottingham</p> <p>Existing congregation and users of the Cathedral</p>	<p>Inclusion, access and participation</p> <p>Organisational sustainability</p>
<b>Themed awareness raising tours to promote the</b>	<p>Increased knowledge of the Cathedral and it's Pugin related history</p>	<p>Visitor experience, enjoyment and learning</p>	<p>Current and new residents of Nottingham</p> <p>People working in and visiting Nottingham</p>	Inclusion, access and participation

<b>finished restoration</b>	<p>Improved understanding of the Pugin restoration project.</p> <p>Improved visitor experience</p> <p>Increased footfall into the Cathedral</p> <p>Increased engagement with the project and the Cathedral</p> <p>Increased publicity and promotion</p>		<p>Young people studying at NTU and the University of Nottingham</p>	
<b>Heritage careers event at the Cathedral</b>	<p>Increased awareness of access into heritage careers for young people.</p> <p>Provide knowledge and support for SEND young people wanting to explore heritage career options.</p> <p>Promote use of the architectural heritage game.</p>	Education and heritage careers	<p>Young people studying at NTU and the University of Nottingham</p> <p>Secondary schools in Nottinghamshire and the surrounding areas.</p>	Inclusion, access and participation
<b>Set up Renew Wellbeing space for people at risk of loneliness and social isolation</b>	<p>Increased engagement with the project and the Cathedral</p> <p>People feel welcome and included at the Cathedral</p>	Welcome and inclusivity	<p>Existing congregation and users of the Cathedral</p> <p>Current and new residents of Nottingham</p>	Inclusion, access and participation

	<p>The Cathedral has the opportunity to diversify its audiences</p> <p>The Cathedral is able to demonstrate further contribution to missionary projects</p>	Visitor experience, enjoyment and learning		
<b>Shared learning event programme</b>	<p>Profile raising for the Cathedral</p> <p>Skills and knowledge sharing opportunities</p>	Visitor experience, enjoyment and learning	Learning across and beyond the sector	Inclusion, access and participation
<b><i>Step Inside, Be Surprised</i> Photo Campaign encouraging taking and posting of photos of the Cathedral on social media</b>	<p>Profile raising</p> <p>Increased engagement with younger audiences</p>	Visitor experience, enjoyment and learning	<p>Current and new residents of Nottingham</p> <p>People working in Nottingham</p> <p>Young people studying at NTU and the University of Nottingham</p>	Inclusion, access and participation

## **3.7 Further detail on some of the key elements of the Activity Plan**

### **3.7.1 NTU Game- Pugin's Revival**

Throughout the development phase the team at NTU have been testing and developing the architectural heritage conservation game, now known as Pugin's Revival. The game will form a key part of the heritage careers resources proposed within the Activity Plan.

The game builds on the existing VR model of Nottingham Cathedral and the learning outcomes to be achieved by the player are:

1. Gain a comprehensive understanding of the history and significance of Nottingham Cathedral.
2. Acquire knowledge about Augustus Pugin's architectural contributions.
3. Recognise the importance of heritage conservation and the reasons behind protecting cultural landmarks.
4. Identify the primary causes of humidity, mould, and cracks in historical buildings.
5. Learn preventive measures to protect historical buildings from cracks, mould, and high relative humidity.
6. Understand effective methods for repairing cracks, removing mould, and reducing humidity to maintain the integrity of historical structures.

The development phase of the project consisted of the creation, implementation, and testing of the game storyboard using a social action research methodology.

The next stage of this research project as detailed in the Activity Plan will focus on building and broadening the community of game users. NTU academics and students will lead these efforts through direct engagement, both in person and online, to strengthen the community around the game and enhance its value as a tool for education and cultural exploration.

#### **Key Tasks and Responsibilities:**

- **Visiting schools, including SEND partner schools**

By engaging directly with pupils and teachers at local schools, including those specialising in special educational needs and disabilities (SEND), NTU will gather valuable user insights. These visits aim to introduce the game to a wider audience, collect feedback on usability, and expand the community of users.

- **Organising four workshops at NTU**

These workshops will not only showcase the game but also provide interactive sessions where participants can explore its educational and cultural applications. By involving children and educators, the workshops will create a collaborative space to discuss enhancements, share experiences, and brainstorm new ways the game can be used in various educational settings. They will also help to establish a core community of users who can act as ambassadors for the game's broader adoption.

- **Developing a vibrant virtual community around the game**

In addition to physical visits and workshops, there will be a strong focus on establishing a thriving online user community. This virtual space will serve as a hub for players, educators, and heritage professionals to exchange ideas, provide feedback, and share success stories about how the game is being used. It will also offer an ongoing support system, where users can access resources and engage in discussions about the game. The online platform will be key to expanding the game's reach far beyond NTU and local schools, creating a network of users with a shared interest in heritage and education.

**NTU Academic Team:**

The academic team leading this phase consists of:

- Professor Benachir Medjdoub
- Dr Moulay Chalal
- Dr Ana Souto
- Dr Nacer Bezai

Each team member will dedicate approximately 10 days to overseeing the project during this delivery stage

The full NTU game report can be found in Appendix 1

**3.7.2 Luxmuralis**

Luxmuralis is an immersive light and sound installation that the project team have researched extensively within the development phase. Luxmuralis is the name given to the artistic collaboration between Peter Walker (Sculpture) and David Harper (Composer) who specialise in immersive light and sound installations across the UK and abroad, creating works across multiple media and presentation formats.

Core to the vision of Luxmuralis is the exploration and development of fine art tradition through new media and place contemporary fine art, light and sound. Luxmuralis takes art onto the streets to provide access to visual artwork in public and unexpected places.

Luxmuralis created the first ever model and method introducing such unique installations inside the interiors of Cathedrals and sacred spaces- paving the way for such spaces to be transformed and encouraging new audiences to engage with artwork as well as the space it envelops. Audiences are immersed in a fine art experience that brings sacred spaces to life.

**3.7.3 Willson House mural**

The project team have been working on the idea for a community mural on the façade of Willson House during the development phase. The idea was suggested by the Friends group and discussed at length by the project management team.

Willson House is a disused Diocese building that is well positioned to create a billboard style façade lending itself perfectly to a mural.

What benefits will the mural bring?

- Further development and regeneration of Derby Rd
- Community engagement opportunities
- A vibrant, colourful and sizeable advertising opportunity for the Cathedral
- Place making
- Engagement of younger audiences
- Creation of community ownership



Initial work with Nottingham based company Image Skool took place in the summer of 2024. Image Skool is a creative studio specialising in Graffiti art and mural work, formed in 2004, run by artist and designer James Mayle. They specialise in mural projects that can help engage communities in artistic activity that will promote self-expression, teamwork, and ownership and pride in their work and their local environment. With positive outcomes for all the community, they have been involved in many successful projects with youth centres and groups, primary and secondary schools, local authorities, charities, housing associations, the Police and private organisations, business and individuals.

Further detail on each of the Activity Plan elements is included in Section 2 of the plan.

### **3.8 Audience Development Strategy**

The Cathedral's approach to audience development needs to change during the life of the Activity Plan, and the development phase has already shown how much change is possible. The Activity Plan is expected to result in engagement with an additional 20,000 people over the course of the Restoring Pugin project.

Our audience development plans have been developed to align with the vision and Mission established by Bishop Patrick. They are not dissimilar to the plans that we made at our stage one application, however they do reflect the work that we have done in the development phase. We have refocused some of our audience development aims to respond to the opportunities and need that we have seen through our consultation and pilot testing work. We have also dedicated resource into ensuring that our audience development priorities are in align with the overall mission and vision for the Cathedral. We want to ensure that the project aims align with what the organisation actually wants to ensure that they will have long term legacy following the project finish date.

We recognise that much of the engagement work we have tested in the development phase, demonstrates a step change for the organisation. We are conscious that we want to encourage everyone within the organisation to connect with the project aims and are mindful that the project does feel like significant change from the day to day activity that the Cathedral is used to. The Activity Plan will be focused on taking steps forward and challenging the organisation to achieve its potential, without making unrealistic expectations.

We want the project to move forward and develop the organisation for the long term sustainability of the Cathedral as a heritage asset. However we also want to ensure this is done with empathy, consideration and understanding of the nature of the organisation. We have worked hard to communicate the wider outcomes of the project to the parish and congregation through the development phase. It's important for the project team to ensure that the wider reach of Restoring Pugin, and the benefits for the Cathedral in the long term are communicated clearly and in a way that makes sense of the project as a whole.

A key feature of the plan is to build on the heritage programming that has been evidenced during the development phase and which has shown the potential of the city centre based site to be a hub of the community. It is recognised that in order to appeal to our target audiences and develop as a city based heritage attraction and hub we need to align our engagement plans with relationships we have developed with partners. These new partnerships can offer the Cathedral a real opportunity to make a step change towards becoming a facility that meets the needs of a broader audience.

Our approach is mindful of the day to day life of the Cathedral and what will be possible with the resources we have identified. The project team have worked closely with the Cathedral volunteers,

Dean and Friends to full understand how the building is used and in what ways. The Conservation Plan has also informed this data gathering process.

Our approach also takes into account legacy building and project sustainability which we will expand on later in this section.

A priority for the Restoring Pugin project is to diversify the Cathedral's audiences beyond those of the parish, congregation and Diocese. A key theme running throughout our Activity Planning process is the need to develop the Cathedral into a heritage and community asset that a broad range of audiences can enjoy. Our aim is to ensure that the audience development model we employ will deliver a range of outcomes and participation opportunities.

### **3.9 Development phase- marketing and promotion**

During the development phase we have learnt a lot about marketing and promotion in terms of audience reach and getting the 'offer right'.

We have tried different ways of promoting family activities for example and have built upon this as the development phase has progressed. Our first activities e.g Heritage Open Day family crafts were promoted through social media and the Cathedral website, and the Diocesan e-news and parish newsletter. Our attendances were low so we took a more strategic approach for the subsequent events where we were looking to target a broader audience base.

The numbers attending our pilot events grew throughout the development phase and consultation showed us how people were finding out about the activities which showed us that our new approaches were working.

Posters and flyers around the Cathedral helped raise awareness among the congregation. Banners and A-Boards outside helped draw attention from passers-by. We have distributed flyers to local businesses, especially for the Big Swap.

For city-wide events such as Light Night, Heritage Open Days and Festival of Science and Curiosity we benefitted from the city-wide publicity campaign of the organisers/umbrella groups. The city council and Visit Nottingham led their Light Night Instagram reels with images from the Cathedral's event. By becoming a regular participant in these events, our audience will continue to build, especially as we expand our offer in coming years.

Partners such as SEND Keyworking team and Refugee Roots publicise our events in their networks and ensure good attendance from these important audiences.

We have joined Visit Nottingham listings and make sure to use this platform regularly which may bear fruits in the longer term as people become more used to seeing our presence there. We will work with Visit Nottingham to develop bookable tourism products such as guided tours and activities for tour groups/ coach parties.

The Cathedral has a very strong social media profile and presence thanks to the efforts of a professionally trained and experienced volunteer. This volunteer will be stepping back shortly and her work on publishing for the website will be taken over by the Cathedral Administrator, who will be working an extra 5 hours per week from April 2025 to support Restoring Pugin. A job description for a new volunteer to manage digital comms and social media has been prepared and will be

recruited in Autumn 2025. Other members of the project team will have access to social media accounts as necessary for easier promotion of events.

The Cathedral has a monthly enews which is distributed to 500+ subscribers. Much of its content is shared in the diocesan monthly enews which has 4000+ subscribers. The weekly Cathedral news bulletin for the congregation has included a Restoring Pugin update every week since the start of the project.

The Catholic press has shown interest in Restoring Pugin with 10 articles over the last two years. BBC East Midlands is following our progress and has carried three pieces on radio, TV and the BBC website. As our project progresses we will see more coverage of both our restoration and our events.

Using the asset of the computer Game and other materials which promote heritage careers, the Cathedral's brand will be present in many schools across the region and we will use this opportunity to increase school visits.

The business plan allows an annual budget of £2750 for events promotion cost, plus £5000 per year for events and engagement, post delivery phase.

#### **4. What will volunteering look like?**

The Cathedral will use the Restoring Pugin project to develop and progress the current programme of volunteering opportunities. Our overall aim is for volunteering roles to become more inclusive and accessible to a broader range of people, and to be reflective of the city centre community as well as that of the parish.

We felt that it was important to ask ourselves the question of why we wanted more volunteer engagement with the project and at the Cathedral generally. We wanted to be very clear about why we were undertaking a volunteer engagement programme and what the long term outcomes for the Cathedral would be.

- To encourage and support our audience development strategy
- To build on the Cathedral's EDI work to be inclusive and accessible
- To create a wider group of advocates for the organisation
- To build a volunteer profile beyond that of the Catholic community that volunteer because it is their place of worship
- To provide a wider range of volunteer opportunities that support people to take steps into heritage careers
- To have a pool of trained people to support and enable our ambitious programme of regular events and welcome

Our volunteer programme will build partnerships and relationships, inspire people to become actively involved in the Cathedral community, and provide important skills development opportunities. In line with one of our main aims for the project the volunteer offer will also provide opportunities for people to develop heritage skills, and develop their experience base to be able to pursue careers within the sector.



Image: Rumbletums trainees completing a heritage careers workshop with Engagement Manager, Helen.

The volunteer offer that exists within the Cathedral structure at present is very much based on the model of parish volunteers who support the liturgy, and some community activities. Alongside this there exists the relatively newly established Friends organisation, and their very active management team. Volunteering has expanded during the development phase to include a range of project based volunteer tasks, and this has shown real potential for both the delivery phase and the legacy of the project.

The Cathedral and the project team are very aware that establishing a diverse range of volunteer roles within an organisation that has a perception of being just for the Catholic community is not without its challenges. The development phase has shown however that there is huge potential for us to expand the reach of the Cathedral in many areas, including volunteer programming.

#### **4.1 What can we offer our existing and new volunteers?**

There are distinct challenges with attempting to diversify a volunteer audience within a faith based organisation. Volunteering opportunities can be seen as limited, inaccessible and exclusive. The Restoring Pugin project however, has a range of themes and stories which can be translated into accessible and inclusive volunteer opportunities. We can utilise the heritage story to widen the offer and attract a more diverse volunteer workforce, both short and long term.

We have spent time during the development phase consulting with existing volunteers and student work placements to ascertain what we can offer them. We have seen a high level of interest from students for volunteer work placements to support their qualifications and it's important that we recognise this group of volunteers and ensure we have an offer that's appropriate to them. We want to normalise short term volunteering, or leaving volunteering to move on to something new,

rather than all new volunteers feeling like they are signing up to something long-term. We want to be able to celebrate the contribution made by people during short term volunteer placements.

We are looking at the volunteer application process, and how easy and accessible it is for potential volunteers to get involved. We are aware that form filling and online application processes are a barrier for some people, including those who are neuro diverse. We will ensure our volunteer application process developed in the delivery phase has support for everyone who is interested in pursuing a volunteer offer.

**4.1.2 Safeguarding procedures-** During the development phase the project team encountered some challenges when navigating the safeguarding procedures of the Diocese. There was some confusion around which project team members and volunteers required DBS checks for example to be able to carry out some of the engagement activities. We are aware that the need for DBS checks beyond the normal requirements of regulated activity could be a barrier to people volunteering. We will manage this by working with the Diocesan safeguarding team to assess each volunteer role alongside the government vetting and barring online checklist. Having clear volunteer roles and role descriptions will support the process of determining who should go through the DBS process.

Prior to the development phase there was no lead member of the team with responsibility for developing the volunteer programme. Our Engagement Manager role introduced last year has shown both the potential to develop volunteer opportunities, but also highlighted the gaps in volunteer infrastructure that the delivery phase programme will look to address. We have chosen to introduce a Welcome Lead post who will oversee volunteer programming in the delivery phase. Consultation with the Nottingham Volunteer Centre has also provided us with a model that they have advised to be suitable for organisations without paid members of staff. The model they have suggested to us is based on training volunteer leaders within the organisation that can offer the support needed with supervision, support and induction and training.

The Welcome Lead post will carry out a skills audit to work out where any skills gaps are for new volunteers. This would also identify any skills sharing opportunities that would enable volunteers to upskill one another. They would liaise with the Diocesan parish support team which has evolving policies and guidelines for volunteers, as well as the Diocesan safeguarding team to make sure all procedures and protocols are followed.

Our commitment to volunteer development can be seen in our Activity Plan action plan which shows a range of volunteer recruitment strategies, events, and a programme of training and support including the development of a volunteer handbook for the organisation. This will be developed in line with best practice advice and training from the Volunteer Centre.

During the delivery phase the Cathedral will publicise a range of volunteer roles and recruit and train a team to work alongside the project team, and the existing Friends and parish volunteer groups to deliver guided tours, events, engagement activities, and evaluation. Some of the roles will be ongoing and some will be required at set times including peak event periods like Heritage Open Days and Light Night.

We envisage recruiting both existing and new volunteers to the newly developed roles, and based on our experience within the development phase we expect a large proportion of these new volunteers to be student placements.

## **4.2 Volunteer Recruitment Strategy**

The Engagement Manager and Welcome Lead will agree role descriptions and advertise them widely.

Inline with the Diocese's existing volunteer policy we will develop an agreed volunteer application process. There will be volunteer taster events once all roles have been agreed and new processes developed.

A leaflet will be produced that sets out all the volunteer opportunities on offer at the Cathedral and this can be distributed both internally, but also at the pop up events we plan to run throughout the delivery phase. At present if someone asks about volunteer opportunities there is very little information that can be given to them so we are looking to professionalise this aspect of the offer.

The following methods of advertising the volunteer offer have been identified:

- E-news to the parish
- Diocesan e-news
- University employment teams
- University heritage courses
- Job Centre
- Volunteer Centre
- Refugee Roots and the Refugee Forum
- Leicester University Museums Jobs Desk
- Museum Development Midlands newsletter
- SEND forum/Rumbletums

Our consultation carried out with both Refugee Roots and the Volunteer Centre during the development phase has shown that suitable roles for refugee and asylum seekers are in demand within the city at present. If organisations can show that they can support people that lead transient lives and are looking to develop their English skills.

## **4.3 Volunteer Training**

A range of training will be offered to both new and existing volunteers. A training plan will be developed and used as a template to ensure that all volunteers have access to high quality and appropriate training for their roles. Training will be organised by our Engagement Manager and Welcome Lead and will also draw upon specialisms identified by organisations such as the volunteer Centre, and Museum Development Midlands.

Each new volunteer will have a range of health and safety and induction training as part of a mandatory development and induction offer.

All volunteers with public facing roles will be given Welcome Host training and disability awareness training.

Bespoke training will be delivered depending on the nature of the role the volunteer is undertaking. For guided tours new volunteers will shadow at least two tours before undertaking one themselves. An experienced tour guide will support them until they are confident enough to lead a group on their own. The same model would apply to school and education tours.

#### 4.4 New volunteer roles

The volunteer roles we will develop during the delivery phase are as follows:

<b>Volunteer role</b>	<b>Target number of volunteers (TBC)</b>
Volunteer Lead	3
Event Assistant	20
Evaluation Assistant	2
Front of House Welcome	30
Promotion and profile raising support	30
Content creation-website and social media	3
Tour Guide	25

The Activity Plan will focus on internal skill development within the organisation, and will create focussed roles to ensure we have the capacity and resource to deliver the Activity Plan.

#### 4.5 Volunteer support

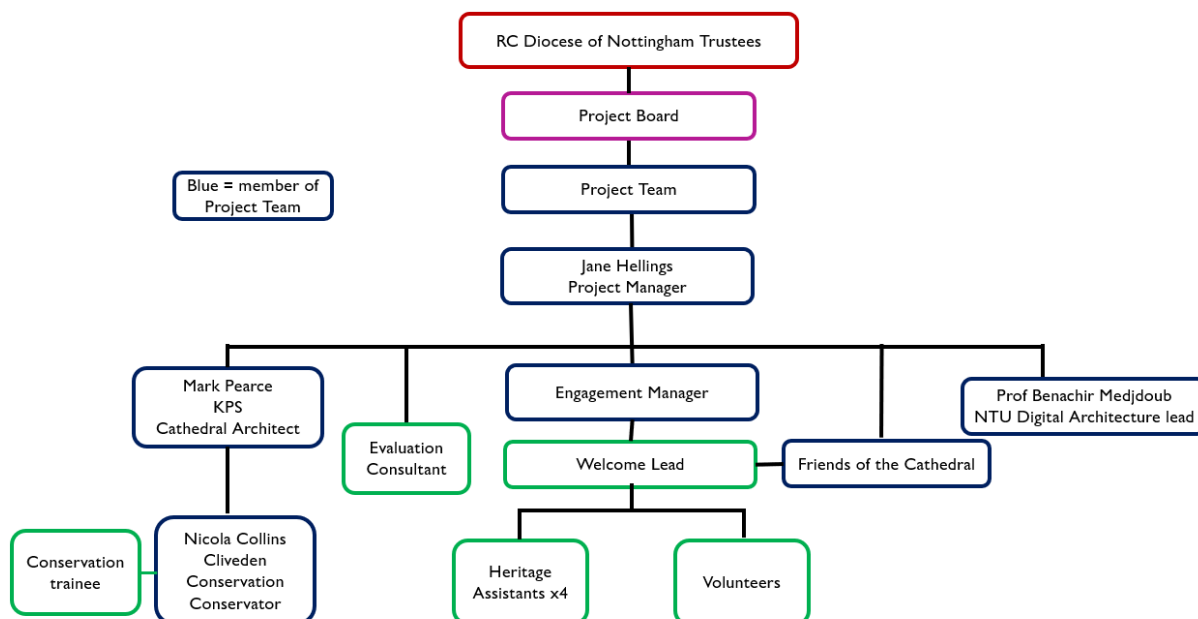
In order to provide the Cathedral with as much support as possible for the volunteer programme we intend to use the resources of the Heritage Volunteering Group who champion and promote best practise in volunteering and volunteer management. They provide a range of best practise training on a range of topics that would be of particular benefit to the project volunteer infrastructure.

Each month the Heritage Volunteering Group holds an Inclusion Forum for members to explore volunteering with a focus on equality, diversity and inclusion. Our plan is for a lead volunteer to attend these sessions frequently and disseminate the learning to the volunteer workforce.

### 5. Project Management

The Project Team which have been managing and running the consultation and engagement programme throughout the Development phase will continue in the delivery phase, supported by the Cathedral staff, and Friends of the Cathedral.

Primary responsibility to delivering the Activity Plan will lie with our Engagement Manager, supported by a new Welcome Lead post and two Heritage Assistants.



## 5.1 Project staff

Prior to permission to start the development phase some changes were proposed to the staffing structure. These included the merging of two proposed roles to create the post of Engagement Manager- a key role in ensuring that the development phase effectively tested the potential of the site to attract a range of audiences. We intend to retain this post within the delivery phase to manage the delivery of the activity programme.

The proposal was that two Heritage Assistants were to be recruited to support the delivery of the development phase programme. In line with our project aim to provide heritage career opportunities to sector entrants we recruited people with little heritage experience in order to provide them with a way to gain paid experience in the sector. Whilst this has been successful in terms of providing career development opportunities it placed a lot of pressure on the Engagement Manager role to supervise and oversee all activities including volunteer management.

The learning we have taken from this is to introduce a Welcome Lead post to the project structure. The Welcome Lead will take a key role in delivery of the Activity Plan with a particular focus on volunteer development. The Engagement Manager will take on the strategic and management role as originally envisaged.

The Welcome Lead will also take on a key role in terms of providing training and development to volunteers, recruiting and delivering volunteer programmes to enhance the visitor experience and working with the Friends of the Cathedral.

The Engagement Manager will be responsible for managing partnerships and stakeholder relationships throughout delivery of the Activity Plan.

A full job description for the Engagement Manager, Welcome Lead and Heritage Assistants are included in Appendix 8.



## 5.2 Steering group

A steering group comprising members of the management committee of the Friends of the Cathedral will be established and the project team. The group will oversee and direct the delivery of the Activity Plan and quarterly meetings will be held.

## 5.3 Risk Register-Activity Plan

<b>Risk</b>	<b>Severity</b>	<b>Likelihood</b>	<b>What is currently being done to mitigate risk?</b>	<b>What other control measures will be put in place to control and manage the risk?</b>
<b>The project fails to engage the key target audiences</b>	High risk	Unlikely	Ensure Activity Plan content is evidence based and shaped around the outcomes of pilot testing and consultation.	Steering group monitoring of the Activity Plan delivery  Ongoing dialogue and consultation with key stakeholders and user groups
<b>Volunteer disengagement</b>	High risk	Possible	Volunteer consultation  Attendance at Friends meetings	Supervision and support process implemented.  Regular volunteer catch up meetings held.
<b>Parish/congregation disengagement</b>	High risk	Possible	Involvement in conservator tours and talks  Volunteer celebration event  Parish focus group activity held Information about the project included in weekly bulletin	Specific events targeted at parish/congregation
<b>Project staff leave the project</b>	High risk	Possible	Project Manager is kept informed of project progress and work plan for members of the team.	Discussion held about length of contracts and availability to fulfil obligations of roles.

			Good communication between project team members  Assessment of day rates for consultants	
<b>Events fail to appeal to target audiences</b>	Medium risk	Unlikely	Pilot testing has been intensive and we have a good knowledge base for what people want.	Ongoing evaluation of all events.  Monitoring social media engagement and level of interest.
<b>Project budgets are insufficient to meet resource required</b>	High risk	Unlikely	Activity Plan project budgets have been well thought out and costed.  Quotes and briefs obtained where practicable.	Ongoing review of budgets throughout.
<b>Conflict between established groups of volunteers and new volunteers coming on board to support the project</b>	Medium risk	Possible	Regular dialogue and meetings with the Friends of the Cathedral	Supervision and support for all volunteers.
<b>Communication issues between the project team and the Diocese/Cathedral</b>	Medium risk	Possible	Strong support structure in place for delivery of the Activity Plan.	Regular update meetings held.  Invite Diocesan staff to relevant project team meetings
<b>Risk of losing trust and continuity with project partners in between development and delivery phases</b>	Medium risk	Possible	The Diocese and the parish have provided funding through the Mission Enabling Team for the project Engagement Manager Helen to be employed for a day a week between project phases to maintain continuity.	Utilise interim phase to lay the ground work for delivery phase activities.

## **6. Legacy and sustainability**

This project has clearly defined opportunities for shared learning and developing best practice beyond the Cathedral itself. We feel that Restoring Pugin shows a step-change for the Catholic church. Its approach to broaden the Cathedral's audiences and create a community outside of the Catholic faith is without doubt a sector leading strategy. It is however very much a part of the Diocesan Mission and Values and has provided the Diocese with an opportunity to show how much opportunity actually exists to engage wider audiences.

This has been demonstrated by the financial commitment by the Diocese to fund the engagement work in between the development and delivery phases of the Restoring Pugin project.

This project will demonstrate lessons learnt from engaging audiences beyond the church community, and will demonstrate the potential to engage a wide variety of audiences underrepresented within the existing demographic.

Our vision is for the project to be a best practise example of how engagement work outside of the Catholic parish or Diocese can have a hugely positive impact on the organisation. The Cathedral will become a leading voice and advocate for engagement within the Catholic community.

The project will have vital legacy beyond the delivery phase. Along with the development of partnerships, resources including interpretation and the heritage careers resource pack, there will be a programme of training and infrastructure development to support volunteering across the site.

Funding will be sought to continue the work of the engagement team beyond the life of Restoring Pugin, and the Activity Plan.

The heritage focus of the Cathedral will be imbedded within its core activities long after the project has finished.

We believe that the existing and new project and Cathedral volunteers will be an excellent method of advocacy and promotion within the delivery phase. Alongside informing the development and delivery of activities, if our volunteers have a good experience on the project we believe they can become project advocates and long term advocates for the Cathedral.

### **6.1 Partnerships**

The partnerships that will be developed as a result of this project are an excellent example of the legacy of Restoring Pugin. Whilst the partnerships will be developed with the support, skills and knowledge of project staff, the Cathedral core team, Friends and volunteers will be supported to ensure that these partnerships continue, and are invested in beyond the life of the project.

The community partnerships that the project has established and nurtured will exist beyond the life of the project with the support of the Cathedral Friends, and the investment from key stakeholders within these organisations. Recently this has been demonstrated with the Festival of Science team working directly with the SEND Nottingham City Keyworking Team after an introduction and facilitated meeting by the project team.

Legacy is critical for working with partner organisations as they want to see the ongoing opportunities for co-curation beyond the life of the project. The partner organisations we work with will provide sustainability for our activities beyond the life of the project as we will utilise collective activities to share resources.

**6.2 The key elements** of the project that will be sustained beyond the life of Restoring Pugin are:

- The revelation of extraordinary beauty in the east end which is already generating interest in the religious buildings, academic and conservation communities and will amaze audiences with its immersive glory.
- Architectural Heritage Game- Pugin's Revival. A community of users will be built up to continue to disseminate and even develop and adapt the game. Potentially thousands of young people will learn about the problems historic buildings face and how to solve them.
- Heritage careers resource pack
- Embedded events programme including Light Night, Heritage Open Days, and Festival of Science and Curiosity
- Volunteer policy, procedures and management framework
- Volunteer Lead roles
- The Cathedral will be embedded within the life of the faith based community in the city, beyond that of the Catholic faith
- Youth forum
- Key role in a range of community networks and stakeholder forums
- Pugin themed community art mural on Willson House
- Relationship with Derby Rd businesses
- Key partnerships with city based organisations including Nottingham Playhouse, Refugee Roots, ChalleNGe and the universities
- Interpretation to meet the needs of a range of audiences that can be easily managed and updated
- Cathedral website and social media
- Time lapse recording of the restoration process.
- Research by Cliveden Conservation and Architectural Heritage Practice (who prepare the conservation management plan) which will be of interest and practical value to other curators of Pugin's and other Victorian Gothic buildings with lost decorations
- Commitment of the Cathedral to a new part time Engagement Manager role going forward
- Annual budget provision to ensure adherence to the new management and maintenance plan, which includes maintenance of the interpretation tools.
- A strong and growing Friends organisation with its own momentum and ideas for continued expansion.
- Ongoing relationships with the universities which produce new ideas for collaborative research and student projects every year.
- NTU thermo-dynamic modelling of the Cathedral via sensors and the digital twin can be replicated in other historic buildings with environment fluctuations and will help them to identify and solve their issues. This will also help with environmental sustainability decision making for many historic buildings.
- A network will be created for sector professionals working on heritage projects within faith based sites. The project Engagement Manager has identified a skills and knowledge sharing

opportunity within the sector and early consultation with peers has shown that this is needed.

### **6.3 How will we share learning?**

We already have some wonderful examples of how we have developed community partners and run events never before seen within the organisation. We will build on this in the delivery phase which will mean that we have a wider body of evidence and data to share.

Our plan would be to roll out a programme of sharing events both on site, online, and as part of an outreach pathway for Catholic organisations across the country and internationally.

In February 2025 the Decoding Heritage: *Young People and the Church's Cultural Assets* conference will be held at the Vatican, hosted by the Dicastery for Culture and Education. Only three projects will be showcased for their innovative work in engaging young people in heritage, one being Nottingham Cathedral for the Restoring Pugin project. Nottingham Cathedral is the only project to be included that is a place of worship which makes the work highlighted to be more groundbreaking and notable.

#### **6.3.1 Faith based heritage projects**

We have also learnt a lot about how to navigate engagement programming within a faith space that has strict protocols and criteria for what is and isn't accessible within the Cathedral space. Our learning within this area will continue during the delivery phase and we think this is very important to be able to share this with other sector partners.

#### **6.3.2 Other heritage funded projects**

We feel that the project team, the Friends, and the Cathedral Dean are well placed to support and advise other Heritage Lottery funded projects and would be very happy to do this within the delivery phase, and as part of the legacy of the project.

A network will be created for sector professionals working on heritage projects within faith based sites. The museum and heritage sector as a whole is very forward thinking and progressive in terms of networking, and supporting peer organisations, however there appears to be a gap for a network for those professionals utilising their skills within churches and Cathedrals. These projects come with their own set of challenges and barriers and early work in the development phase has shown this to be beneficial.

#### **6.3.3 Nottinghamshire Heritage Forum**

We have been working with the Nottinghamshire Heritage Forum since the previous Discovering Pugin project and have developed this relationship further through the development phase. We have agreed to run a workshop for them to share our learning with heritage organisations across the county of Nottingham. It has been agreed that this will take place on site at the Cathedral.

### **6.3.4 Museum Development Midlands**

We have agreed to run a workshop for Museum Development Midlands to share the learning from the project. This will be for all museums and heritage organisations throughout the Midlands area to engage with.

In the development phase our Engagement Manager Helen has delivered a workshop for the Engaging with Schools Network on the subject of the SEND heritage careers delivery. There will be a number of opportunities to share this learning through our partnership with Museum Development.

### **6.3.5 Volunteer Centre**

Our approach to volunteer engagement and diversifying our volunteer workforce will again show a step-change for the Catholic Church. We have already learnt a lot about how to approach this in the development phase and our learning will continue through into the delivery phase. We would look to share this information with other organisations to support their development and learning. We would do this via our partnership with the Volunteer Centre, and also through Diocesan networks.

### **6.3.6 Christian Action Nottingham**

We have developed a partnership with Christian Action Network that previously only existed with the Diocesan staff with no representation from the Cathedral. We would use this network to share our learning on volunteer engagement, audience development and co-curation.

### **6.3.7 ChalleNGe Nottingham**

We are now partners with the Nottingham organisation ChalleNGe who work to bring together the cultural and creative offer for young people in the city of Nottingham. We attend a quarterly steering group meeting and would use this opportunity to share the project with the wider body of organisations that are part of the network.

### **6.3.8 Website**

We have published a variety of articles on the Cathedral website throughout the development phase and these have proved to be extremely popular. We intend to continue this throughout the delivery phase and will use this as another way to share the learning and outcomes from the project.

### **6.3.9 Houses of Parliament Restoration and Renewal**

We have liaised with the Houses of Parliament Restoration and Renewal during the development phase on heritage skills training needs. It was originally hoped that we could propose joint traineeships in the delivery phase but their programme has slipped considerably, taking it beyond our ours. However, the Houses of Parliament team are working over the next five years to develop a labour skills demand model in collaboration with the industry and training providers in the heritage sector. They have assembled a Heritage Client Working Group and a Historic Environment Skills Working Group and are keen to have the input of our team and to learn from our experience with employing paint conservation trainees in the development phase. We expect to participate in these working groups to share our learning.

## 6.4 What if this project doesn't happen?

The Cathedral was last decorated in 1993 and is in urgent need of redecoration. We have spent the last seven years working out the best way to achieve this in our Grade II\* listed iconic Cathedral. We have used innovative spectroscopy via the Nottingham Trent University (NTU) Imaging and Sensing for Archaeology, Art History, and Conservation research group. NTU Department of Digital Architecture created a digital twin of the Cathedral and spent 12 months mapping environmental data to provide thermodynamic modelling of the Cathedral to help us ensure optimal conditions. Conservators have undertaken paint tests and investigations using different methodologies in 2019, 2021, and 2023-4. We have researched and adopted a Conservation Plan. This extensive period of detailed research has given us a unique and unprecedented amount of information about the Cathedral decorations. We have been able to identify the entire original scheme for the east end. This is remarkable as so much of Pugin's decorative work in other churches has been entirely lost. We are finally in a position to restore and reinstate the intricate patterns created and inspired by Pugin. We have to redecorate the Cathedral in the next two years anyway as it is so overdue. If we cover the Pugin paint with yet another new layer it may be another 30 years before it is feasible to reconsider.

It's integral to the community of the city that we ensure that the next phase happens as people have seen how the Cathedral can become a community hub, and a core part of the city's offer. It would be devastating for the communities and audiences we have engaged thus far so see this end.

The Cathedral is in a unique position following the work that has been done in the development phase to establish and develop community partnerships. From the work we have done with Nottingham Playhouse, to our involvement in the Festival of Science and Curiosity we are establishing ourselves as a key player in the cultural life of the city. We are now regular attendees at the Christian Action Network meetings, and the ChalleNGe cultural partnership in the city. These new partnerships and investment in networks have created a sense of trust in the Cathedral as an organisation that wants to be involved.

Without the Restoring Pugin project the Cathedral will continue to fail to meet its potential in terms of a heritage asset, a place of welcome and sanctuary, and a key stakeholder in the cultural life of the city.

There is increased interest in the work of Pugin and Victorian Gothic, partly as a result of the restoration of the Palace of Westminster.

The Bishop's new Vision for the diocese seeks to offer more practical outreach to support disadvantaged people using development opportunities at the Cathedral site to model best practice. Restoring Pugin will build capacity in the Cathedral working with diverse groups.

The engagement work developed over the past year will continue while we wait to hear the outcome of the application. This way lay the groundwork for the roll out of the Activity Plan in 2025. If the project doesn't happen now then the financial investment the Diocese and the parish have made in the engagement work will fail to reach its aims.

The Cathedral's visitor offer will continue to be very limited and the ambition and dynamism of the Friends organisation will fail to be realised.

## 6.5 How will the project meet The National Lottery Heritage Fund Investment principles

**Heritage:** Restoring Pugin at Nottingham Cathedral will bring back to life the stunningly rich original decorations which have been lost for over a century. It is rare to discover original decorative patterns under so many later layers. We will restore sections of the paint where patterns and colours remain discernible. In other places the decorations will be reinstated using stencils created from uncovered repeated patterns, and authentic surface preparation and paint materials. Layers of paint from the later C19 and early C20 have aesthetic and evidential value in their own right. These will be left in situ and have been well-documented for researchers. All our findings will be deposited in the Nottinghamshire County Archives and the diocesan archives for the benefit of future scholarship. The work will transform our Cathedral, enabling people to experience Pugin's vision for immersive Medieval Christian spirituality. Our new interpretation tools will help people understand the philosophy behind the Romantic and Victorian Gothic movements, of which Pugin was the first and one of the most influential proponents.

The project will save the heritage in indirect ways. 5 young people will be trained in heritage conservation and management skills, ensuring the heritage will be understood and cared for by future generations. The Pugin's Revival video game will teach young people in schools about historic buildings' conservation and, alongside other resources made available to schools, may inspire them to pursue heritage conservation careers. Other churches have already shown interest in our research findings and methodologies. Cliveden Conservation have advised and scoped similar projects for churches in Oxford and London.

**Environment:** The 12 month environmental monitoring programme undertaken by NTU during the development stage has impacts for and beyond Nottingham Cathedral. It has shown us the need to repair the chapel roofs. This work is nearing completion and will make the areas less prone to damp and easier to control in terms of temperature and humidity. The data analysis has explained the column base damp in the nave. It has shown how 80% of heat from the heating system is lost through the roof and indicated a solution which will involve a new and more efficient insulation and heating system in due course – outside the scope of this project.

The NTU thermodynamic modelling has already attracted the attention of St Mary's Lacemarket in Nottingham who have asked for similar monitoring to help understand their environment.

The research findings will be published in academic journals such as, [Frontiers in Built Environment](#), [International Journal of Architectural Heritage](#) and [International Journal of Heritage Studies](#). This will help extend understanding of how carbon reducing solutions can be developed alongside heritage conservation.

**Inclusion, access and participation:** The biggest area of growth and development for the Cathedral within this project is engagement and participation. Prior to Restoring Pugin there was little opportunity for people to engage beyond the daily life of the church. There were no attempts to encourage the wider community to enjoy the building, and the organisation was not outward facing in terms of participation. The Cathedral was very much viewed as a place of worship for the Catholic community.

Restoring Pugin has demonstrated a step-change in this approach and the organisation has a new ethos for inclusion, access and participation. The project will increase inclusion by creating a range of events, workshops and creative activities that are non-faith based providing a diverse range of new audiences to experience the site in an inclusive way.



The project will provide welcoming opportunities for participation from communities of other faiths. We will work with our partners Refugee Roots and the Nottingham Refugee Forum to embed the Cathedral as a place of sanctuary and welcome for people of all faiths.

An initiative to create activity packs for refugee and asylum seeker families living in the city hotels will extend a hand of welcome and friendship to some of the most vulnerable people who reside within a very short distance of the Cathedral.

The physical changes to the building including interpretation will demonstrate a wider offer and together with welcome signage and, meet and greet volunteers, the Cathedral will present itself as being open to all.

Restoring Pugin will create a range of accessible opportunities for more people to enjoy and experience the Cathedral as a heritage site. Pugin's Revival, the architectural heritage conservation game developed by Nottingham Trent University will create an innovative approach to encouraging young people with SEND to consider a career in heritage or conservation.

A programme of engagement work with the SEND Keyworking Team from Nottingham City Council will provide a range of opportunities for families with SEND children to take part in creative and inspiring opportunities at the Cathedral.

Work placement opportunities designed for SEND young people will take place with SEND schools that we have developed partnerships with over the course of the development phase.

The Activity Plan details an ambitious and exciting range of workshops, events and opportunities for people to participate in the project. From large city centre events e.g Light Night to a programme of creative art workshops with a range of target audiences, there is a wealth of activity for all audiences to participate in.

**Organisational sustainability:** Since we began the development phase of Restoring Pugin in summer 2023, we have noticed many positive impacts which will contribute towards our sustainability:

Increased Mass attendances. Our annual Mass count in October 2024 showed an average of 900 Sunday worshippers, up 25% from 720 in 2023 and above our pre-pandemic level of 760 (2019). For example, people were queuing along Derby Road to venerate the Cross on Good Friday 2024 and the veneration took nearly an hour (usually about 20 minutes).

Increased congregation giving – the congregation has pledged generously to the diocesan wide Enabling Our Mission campaign which ran in the spring of 2024. The Cathedral parish may retain £40,000 of the amount pledged. At the same time regular congregation giving has increased by 13.5% between 2023 and 2024. We have received a good response to fundraising products (calendars etc) and generous individual gifts.

Increased contactless giving -contactless giving, via three terminals near the west end entrances, is preferred by casual visitors and those coming to events. In 2022-23 income from the contactless points and website was £14,200. This increased by 30% to £20,700 in 2023-24. Based on income to mid November 2024 this is set to increase a further 25% for 2024-25. While this may reflect the congregation adopting cashless systems, it also indicates a higher number of casual and event visitors making donations outside of Mass times

Increased volunteering- We had 36 new volunteers during the development phase. Most of these were students and members of the congregation. With increased resources during the delivery phase we will establish proper protocols for recruiting, inducting, training and maintaining contact

with volunteers. These systems once established and tested can be easily maintained by a volunteer lead and ensure we can continue to build and replenish the volunteer pool in our transient community.

Increased attendance at events. We estimate 7500 people attended our development phase events – approx. 60 between September 2023-September 2024. The previous year would have seen around 2500 event attendances.

The delivery phase proposes 71 separate events and workshops and we expect around 10,000 attendances over 21 months. While this level of activity is not sustainable in the long term, the Cathedral will have established itself as a serious partner and reliable participant on the Nottingham cultural and heritage scene. We will continue to increase our visibility across the city through annual events such as Light Night, Festival of Science and Curiosity and Heritage Open Days, as well as other celebrations and opportunities which present themselves. Through active participation in Nottinghamshire Heritage Forum and Transforming Notts Together, we will contribute our resources as appropriate for events and community support.

Our commitment to permanently increased outreach/engagement staff will ensure that, as well as the annual programme, we can continue to support our partners Refugee Roots and the Notts SEND Keyworking team and their client families with relevant activities. We will be able to support volunteering, maintain a welcoming presence and offer regular guided tours. A holiday workshop programme and schools.

The Cathedral is not dependent on visitors for its income and does not plan to charge for any regular events. Our sustainability is demonstrated by our improved profile, our wider welcome and appeal, and our greatly improved offer to casual visitors.

## **6.6 How will we evaluate the Activity Plan?**

The evaluation framework will be produced in the delivery stage as part of the brief for the Evaluation Consultant. It will follow the best practice guidance from The National Lottery Heritage Fund. Our strategy to evaluate the Activity Plan delivery will encompass a range of techniques and approaches, many of which we have tested and refined in the development phase. Section 2 of the Activity Plan details a proposal for how each activity will be evaluated, however it will be within the remit of the Evaluation Consultant to determine the final evaluation framework to be used.

During our development phase we worked with a consultant who was supported by our Heritage Assistant trainees. They undertook evaluation at all of the events. We also undertook a congregation questionnaire survey. We held a series of 6 focus groups to consult on interpretation methods. Findings informed how we engaged with and communicated with different audiences. Continuous evaluation shaped the engagement programme. The development phase evaluation report included interviews with partners and key players as well as results of all the surveys.

We will follow this methodology in the delivery phase. An evaluation framework will be completed by the consultant for the team to follow. Our Heritage Assistants and regular volunteers are now familiar with the purpose and process of evaluation and understand the need for continuous improvement.

**The purpose of the evaluation will be to:**

- Assess the ways in which the project has met The National Lottery Heritage Fund Investment Principles.
- Carry out monitoring of the project aims and associated outcomes.
- Compare activities delivered with the action plan proposed.
- Ensure the project is being monitored and evaluated throughout the delivery phase and that we have the appropriate information to assess performance within the steering group for the project.
- Assess how successfully the Restoring Pugin project is meeting its goals including both the capital works programme and the engagement and participation plan.
- Support our programme of sharing events as a legacy of the project.
- Assess how the project has impacted on our target audiences.
- Ensure the learning from the evaluation is embedded to secure sustainability.

The process of evaluating our project will enable us to identify any performance issues throughout project delivery to ensure we have time for reflection and making plans for appropriate change of strategy where appropriate.

A final evaluation report will be produced which will summarise project activity, and lessons learnt.

**6.7 Evaluation methods:** During the delivery phase the steering group will monitor Activity Plan progress against set milestones and identify any areas of concern. Monitoring and data collection will take place from the beginning of the project and we will collect the following information:

- Visitor numbers at the Cathedral
- Visitor numbers at events and activities
- Visitor and volunteer demographics where possible
- Volunteer numbers
- Volunteer hours

In addition to this:

- A door counter has been installed to monitor visitor numbers to the Cathedral. We will continue to monitor numbers attending events. We will undertake appropriate evaluation for each event. This may be observations, informal interviews, feedback forms or post-its, or questionnaire surveys.
- We maintain excellent photographic records of all events. The conservators are constantly recording their processes, findings and progress using their own professional systems
- The restoration process will be documented via time lapse cameras. This footage will form the core of a video explaining the investigations, scientific analysis, stencil creation, and decoration process to be available on the Cathedral website, and via an interactive module inside the Cathedral.
- During the development phase the Cathedral website has published 16 news stories about Restoring Pugin. Many of these have been shared on the Diocesan website and the website of the Catholic Bishops' Conference of England and Wales. We introduced a monthly enews to promote the stories and they are shared via the diocesan enews as well. There have been two radio interviews with BBC East Midlands and a piece about the Pugin Study Day on the BBC website. There have been three articles in the Catholic press. The Cathedral has begun

to offer regular items to listings websites such as Visit Nottingham. All events have been promoted via the Cathedral's social media. Up to now this has been volunteer led. We have resources to maintain and increase this level of communications in the Delivery Phase with increased paid hours for the Cathedral administrator and a new volunteer role.