

Rochester
CATHEDRAL

Forward Plan 2013-2018



Rochester Cathedral

Renewing the Vision

a forward plan 2013 – 2018

This document has two sources. The first is the Forward Plan agreed by Chapter in 2006. This Plan has formed the basis for the life of the Cathedral for the last 5 years. Some items have been completed but others remain very much on the agenda.

Some of the achievements of the last 5 years include

- The Heritage Lottery Fund project *Ancient Stones, Untold Stories (HLF1)* provided attractive interpretation of the building and popular audio guides, thus liberating the building to communicate the Gospel.
- The Education Team continues to work with schools across Medway and beyond; the sight of primary school children dressed as monks is a regular feature of our life.
- The Cathedral has a high profile in Medway for which we are grateful to Adrian Newman who, in his time as Dean, cemented relationships across a wide range of areas.
- The Cathedral now has a more secure financial basis, the property portfolio is better maintained and a planned maintenance system is in place.

Government policy and the recession have resulted in the Thames Gateway project progressing more slowly than had been anticipated.

As with all 5 years plans events have overtaken the plan: nobody would have dreamt of the *Hidden Treasures, Fresh Expressions* Heritage Lottery Fund (HLF2) project in 2006 but for the last 2 years it has dominated Cathedral life. Now successfully funded, it will dominate for the next 3 years and beyond.

The second source is an extensive programme of consultation with key stake holders asking for their views on the direction that the Cathedral should take over the next 5 years and on its strengths and weakness.

The consultation included:

Staff and Congregation

External Partners

Deanery Synods and Chapters

Young people: Sunday Club, Choristers and former Choristers

This consultation resulted in the affirmation of our **Mission Statement** (Section 1) and the identification of the **Core Values** (Section 2) that underlie the mission and ministry of the Cathedral. From these we have reviewed the **Aims** (Section 3) as outlined in the previous plan. They remain the same with the addition of: **To be a missional Community** as our first aim.

All this takes place in the context of recent research by *Theos*¹ entitled *Spiritual Capital*² which has provided qualitative and quantitative affirmation of the widely held view that cathedrals are growing numerically in the face of decline in other parts of the church and that they are a success story for the Church of England.

¹ **Theos is a think tank** which believes you can't understand the modern world without understanding religion. They seek to inform the debate about the place of religion in society, challenging ill-informed thinking through their research, events and media comment.

² <http://www.theosthinktank.co.uk/publications/2012/10/12/spiritual-capital-the-present-and-future-of-english-cathedrals>

Section 1 - The Mission Statement

Our Mission Statement has aroused some debate. Some are not clear what it means, others wonder if it excludes those who do not share the Cathedral's belief in Jesus. However, we believe that it is right to continue with this statement and re-affirm our commitment to making it live within the life of the Cathedral. It is worth repeating here the rationale for it which was contained in the Forward Plan 2006 - 2012.

Cathedrals offer what Richard Rogers has described as open-minded space. That is to say they are places which can foster a shared public life and enhance community. Their open-minded space welcomes people who may be at very different stages on the journey of faith but who are equally working on the human project and want to foster, in the words of a lovely phrase, the wild hope of human flourishing.

This is a rich theological seam to mine in the context of a cathedral. It has its origins in the words of Jesus when he said that he had come to bring life in all its fullness. It is a notion perhaps most beautifully expressed by Irenaeus when he said that the glory of God is a human being fully alive.

Wherever you dig within scripture the same idea emerges. Shalom (wholeness), fullness, maturity. A vision for the Cathedral that connects with this idea of human flourishing would allow for open-minded space without losing the distinctiveness of Christian faith. It would create a practical framework within which to enter into partnership with those around us who long - from whatever perspective - for a renewed humanity.

It offers a framework for an integrated and holistic approach to the multi-faceted life of a cathedral. It draws together the radical, social-justice dimension of Christianity, with the contemporary search for spirituality. It integrates the corporate and individual aspects of faith. It is to do with grace and works, worship and work. It links externals with internals. It connects with internal pastoral life and with the external missionary task.

So we propose a new mission statement for Rochester Cathedral as a Christ-centred, outward-facing community, fully-engaged with the real concerns of contemporary life:

Nurturing the radical hope of human flourishing in Jesus Christ

This sort of vision will interest many who stand a little apart: those who find the church boring, corrupt, silly or stifling; those who may feel rather embarrassed by religion, yet care deeply about the questions it engages with.

In some ways this was a prophetic statement when it was written in 2005. Since then the notion of "flourishing" has become a hall mark of public policy.

Section 2 - Our Core Values

A Values Game was played by participants in all of our consultations (except with the Deaneries). This involved groups sorting a set of 40 values into a smaller set of 10. The results from each group were added together and the list at Appendix 1 was the result.

One participant at the External Partners Consultation saw the long list and grouped them in 5 Core Values. The Chapter discussion on this list led to amendment and the creation of a final list:

- Be missional ~as a sign of God's Good News
- Be spiritual ~ as a community of humility and prayer
- Be reliable ~as people of faith and truth
- Be supportive ~as people of love and mercy
- Be accessible ~as people of hope and reconciliation
- Be hospitable ~as people of joy and peace

The Core Values will underpin all that we do and over the coming months all departments will be invited to report to Chapter on how their work reflects these values.

Section 3 - Aims

1. **Be a missional community**
2. **Grow a thriving worshipping community**
3. **Support Episcopal mission and ministry in the Diocese**
4. **Liberate the building better to mediate the Gospel**
5. **Extend educational opportunities for children and adults**
6. **Engage with our local and regional community**
7. **Promote the Arts within mission**
8. **Manage resources efficiently**

Section 4 - Implementing Our Aims

Aim 1 - Be a Missional Community

In the words of Emil Brunner “The Church exists by mission as fire exists by burning”³ and it is from this commitment that we offer this addition to the previous Forward Plan. This is not to say that mission did not feature in the previous plan, but that we want it to underpin all that we do.

There are of course, many different models of mission and much of what the Cathedral engages in day to day has a missional element. But we believe that we should be more overtly missional in all aspects of our work. We will ensure that our welcome, worship and nurture enable us to fulfil our mission.

We will also ask the question of every booking enquiry, every new piece of work and every appointment “How does this further our nature as a missional community?”

Objectives

- a) To develop ways of working for the Council, College of Canons, Chapter and Community Forum which reflect the missional nature of the Cathedral
- b) To use the Theos report *Spiritual Capital* and *The Dean's Meeting* to explore models of Cathedrals in Mission to develop our policy.
- c) To explore opportunities for training the congregation in mission
- d) To continue work with Festivals organised by Medway Council
- e) To continue to develop links with Diocesan Evangelists
- f) To develop Community Engagement as a key part of the life of the Cathedral
- g) To continue negotiations with the Diocese and the Parish of Rochester towards a Bishop’s Mission Order through which we will nurture a Christian community based around the Rochester Riverside development and High Street.

3. H. Emil Brunner, *The Word and the World* (London: SCM Press, 1931) p108

Aim 2 - Grow a thriving worshipping community

Much has changed over the last 10 years in the way in which the Cathedral views its regular worshipping congregation. But there is more to be done.

We want to acknowledge the God given gifts of all members of the congregation and recognise that spiritual growth comes through the exercise of those gifts. Cf Ephesians 4. We therefore want to plan for both spiritual growth in the congregation by providing opportunities for individuals to study together, to grow in confidence in their faith and to live out that faith in their day to day lives.

We also believe that the Cathedral has the capacity to engage more closely with those who it meets in diverse ways. We expect that this will lead to a growth in people coming to faith and growing in faith through our mission and ministry.

Objectives

This Aim is central to the work of the Cathedral and is wide reaching across all aspects of our worship life. For this reason, we have split our objectives into three areas. These are to:

a) Build up the Body of Christ

- i. Review staffing patterns to support regular and sustained growth
 - Review the allocation of residentiary canonries to best serve the aims of the Cathedral
 - Continue the role of Cathedral Chaplain
 - Consider a House for Duty Priest
- ii. Encourage wider lay ministry through active recruitment and effective training in:
 - Small group leadership for an increasing number of Home Groups
 - Children's Work
 - Healing and Prayer Ministry in public worship
 - Leading intercessions
 - Reading from scripture
- iii. Develop a licensed lay ministry by:
 - Identifying potential leaders
 - Engaging with the Diocesan process
- iv. Encourage people to reflect on a vocation for ordained ministry

- v. Develop work with families by:
 - Exploring the possibility of a families' worker
 - Exploring options for a crèche for under 2's at the Cathedral Eucharist
 - Developing work with former choristers
 - Nurturing the choristers and their families
- vi. Improve internal communication structures such as the newsletter; pew sheet; administration
- vii. Develop patterns of recruitment and training for Stewards
- viii. Consider how pastoral care is delivered within the cathedral and set up appropriate structures
- ix. Consider the remit, composition and terms of reference of the Cathedral Forum

b) Ensure that our worship gives glory to God and is accessible to the committed and to seekers

Our reputation for liturgy and worship is justifiably high; consultation with Deanery Synods and Chapters has confirmed this across the diocese. However, it is mainly of a traditional Cathedral nature. We want to explore ways in which our worship can both maintain that excellence and reach out into new forms which might attract different groups of people. We aim to do this in the following ways:

- i. Develop creative and appropriate expressions of liturgy
- ii. While maintaining our excellent choral tradition we hope to develop other expressions of worship
- iii. Continue to develop All Age Worship with Lay participation
- iv. Use staff resources more widely across the diocese

c) Secure a sustainable future for the music of the Cathedral

Music enhances the mission of the church and the excellence of the English choral tradition is a major draw for the Cathedral. Our music is worth preserving and developing and we want to share our vision of musical excellence flowing into and out of the Cathedral. We aim to:

- i. Build a Music Endowment Fund sufficient, in the short term, to cover the loss of the Sinking Fund, which currently contributes about £25k per annum
- ii. Continue to build the Music Endowment Fund to cover an increasing percentage of the music costs and also enable our envisaged developments. Our current vision is for a fund of £10m, which would fully fund the music each year
- iii. Ensure the continuity of the choir by building the treble lines to 20 boys and 20 girls
- iv. Extend opportunities for broadcasting on radio; TV; webcasting

- v. Look for grant funding to enable major cleaning and renovation of the Organ and acquire a Mobile Console for the Nave, together with a Grand Piano
- vi. Ensure that we continue to offer Music staff, Lay Clerks and Choral Scholars a competitive package
- vii. Develop the Friends of Rochester Cathedral Music as an organisation that encompasses all three choirs: Boys; Girls and Voluntary and that will support activities such as Choir Tours

Aim 3 - Support Episcopal mission and ministry in the diocese

That the Cathedral is the Mother Church of the Diocese is a phrase that is used widely but there is little clarity as to what this actually means in practice. We will develop a number of strategies for both welcoming parishes and others to the Cathedral but will also reach out to the diocese.

Objectives

Recognising the importance of mission and ministry, we have considered the objectives for this aim under four headings:

a) Work closely with the Bishop and Diocesan administration to support mission

- i. Support the Bishop and the Diocese in prayer
- ii. Pray for our Bishops, using their diaries as a prompt
- iii. Invite Bishop James to conduct a Visitation in mid 2015, half way through the life of this plan. We envisage 10 days spread across a month
- iv. Prioritise Diocesan celebrations in the Cathedral diary
- v. Encourage an awareness that the diary gets booked up very early

b) Develop, promote and celebrate links with the parishes of the diocese

- i. Develop Parish Representatives
- ii. Invite Parishes to provide a symbol of their parish to be part of a parish montage
- iii. Encourage Parish visits to the Cathedral
- iv. Continue to invite parishes to evensong on the day that they are prayed for
- v. Invite Parish groups to tours of the Cathedral

c) Release clergy to engage with parishes and deaneries

- i. Advertise the skills and experience that the clergy have as a tool for parish ministry
- ii. Put a note in the Newsletter to ask the congregation for prayer and support when members of the Cathedral clergy visit parishes in the Diocese

- iii. Aim to offer Chapter representation at inductions, ordinations and other diocesan events. In particular this is through the ministry of the Archdeacon and Canon Missioner.

d) Improve communications between Cathedral and diocese

- i. Develop a communication strategy with the Diocesan office
- ii. Promote staff links through work and social events
- iii. Improve electronic communication by intelligent use of technology

Aim 4 - Liberate the building better to mediate the Gospel

Much has been achieved to interpret the Cathedral effectively through *Ancient Stories...* the first Heritage Lottery Fund (HLF) project. The new signage and audio guides are well received, although further work is needed to ensure that the guides are self funding. We have now been successful in bidding for a second HLF project development, which will be put in place during the life of this Plan. This project, which is described in the leaflet 'Hidden Treasures: Fresh Expressions', is centred on community engagement and opening the building for better access. This is a natural extension of the aims associated with the building and will offer both better physical access, including a new entrance for the disabled, and interpretive access through a much wider use for the library and new permanent and temporary displays in the crypt.

We also remain aware of the importance of building maintenance and updating so that it remains suitable for the many uses that it attracts. For major works arising from the Quinquennial Inspection, we will seek grant funding to meet the capital costs.

Objectives

We have grouped the objectives for this aim under four headings:

a) Interpret the Cathedral creatively

- i. Respect the Cathedral as our principal inherited treasure
- ii. Interpret the building appropriately as a tool for mission
- iii. Integrate the HLF2 works into the life of the cathedral
- iv. Develop sufficient revenue streams to support the capital expenditure of HLF2

b) Maintain and Repair the fabric

- i. Respond appropriately to the Quinquennial inspection for 2013
- ii. Update Lighting in the Nave and elsewhere
- iii. Update, improve and maintain the Sound System
- iv. Update and maintain the Fire and Security alarms
- v. Repair the Quire Eastern Arms roof
- vi. Inspect Quire ceiling (with Cherry Picker) and repair

c) Re-order the Nave and Bells

- i. Re-order the Nave for:
 - Liturgical use
 - Visitor use
 - Educational use
- ii. Note that the Cathedral bell ringers aspire to increase the number of bells to 12

d) Make best use of opportunities afforded by upcoming anniversaries

- i. Ensure that the Cathedral plays a full part in commemoration of WW1 and takes a lead as appropriate for the whole period 2014-2018
- ii. Seek Lottery funding as this becomes available and where this is suitable for our events and services
- iii. Use HLF2 display to underline the importance of the Textus Roffensis as the precursor to Magna Carta (1215)
- iv. Ensure that the projected loan to the British Library for the Magna Carta exhibition gives due prominence to the Cathedral so as to generate interest for visiting
- v. Ensure that educational material associated with HLF2 displays makes full use of this hitherto hidden treasure.

Aim 5 – Extend educational opportunities for children, young people and adults

The work of our Education Department continues to be a strength of the Cathedral's outreach. Much of this section of the plan is fine-tuning existing work. However, we would like to deepen existing links with local schools.

Under this aim, we look at the importance of developing links with young members of the congregation that will be the basis of a relationship with the Cathedral that will grow with them and help them to develop a mature faith and take a more active role in the life of the Cathedral community. We also consider the wider aspects of outreach to young people and adults in the Diocese, whose lives we can enrich by offering them educational opportunities.

Objectives

a) Support our work with young children

- i. Support volunteers to offer a crèche for children up to 2 years
- ii. Continue to develop the Sunday Club through: term time commitment; junior worship; all age worship; communion preparation; confirmation preparation
- iii. Increase the scope of our work to include children's families and new volunteers
- iv. Nurture faith in young children to grow a sense of discipleship

- v. Use the opportunities within the HLF2 project, such as the library development, for children's education

b) Maintain and develop relationships with Schools

- i. Continue to develop the partnership with Kings School, Rochester
- ii. Develop criteria for which schools to support
- iii. Develop further links with Schools that use the Cathedral at Christmas
- iv. Improve take up among Medway Secondary Schools
- v. Support local Schools through governorships; currently Chapter members serve as governors at a number of schools, we wish to extend this to suitably qualified members of the congregation
- vi. Develop our relationships with Special Schools, building on the successful work with Abbey Court

c) Continue links with the Diocesan Board of Education

- i. Use the break due to building work to review the rationale and plan for the Diocesan Schools Festival
- ii. Work with the Diocese to plan the best use of the Cathedral for the Festival
- iii. Work with the Diocese on its educational outreach programme to ensure that the Cathedral plays a suitable role and is properly remunerated

d) Develop Opportunities for Adult Learning

- i. Use links developed in HLF2 to deepen adult education in Medway and the Diocese
- ii. Continue our links with Cathedrals as Partners in Adult Learning (CPAL)
- iii. Develop links with the emerging University Chaplaincy in Medway
- iv. Ensure that the HLF2 project fosters adult learning through the permanent and temporary exhibitions
- v. Continue to engage with Medway Cultural Partnership.

Aim 6 - Engage with our local and regional community

The Cathedral has a high profile within Medway and an enviable reputation formed through recent years of engagement and support. This reputation becomes diluted the further you get from Medway within the Diocese and Kent. We wish to extend our profile across the whole Diocese.

Objectives

a) Be respected as a critical friend for the civic communities of the Diocese:

Rochester; Medway; West Kent and the London Boroughs of Bromley and Bexley

- i. Continue to work with Medway Council, through committee membership and informal meetings
- ii. Accept invitations, such as Health Watch membership, which raise the Cathedral's profile
- iii. Engage with other Councils through meeting Leaders and Executives and offering to represent the Cathedral in their parts of the Diocese

b) Promote just and healthy civic partnerships with the public, voluntary and business sectors

- i. Build on the work of the past 5 years to continue to develop the Business Guild
- ii. Encourage the appropriate use of the Cathedral by local businesses
- iii. Raise the profile of the Cathedral through membership of Medway Tourism Board
- iv. Work with Kent Business School to develop worthwhile links with local businesses

c) Develop relationships with Voluntary and Community Sector

- i. Offer voluntary bodies the opportunity to engage with the Cathedral through events and services
- ii. Encourage working relationships with voluntary bodies and the community sector through congregational links
- iii. Enable the Dean to develop links with voluntary bodies by supporting the necessary time commitment.

Aim 7 - Promote the Arts within mission

The last *Forward Plan* proposed the development of an Arts Project and the integration of the arts with the rest of the life of the Cathedral. We wish to continue with these themes and develop a proactive artistic life for the Cathedral which builds on our existing strengths in music.

Objectives

a) Develop the Cathedral as a patron of the arts

- i. Secure resources for the Cathedral to commission art, using the building as a source of inspiration
- ii. Develop the Cathedral as a venue for local artists, which also encourages and supports the artistic life of Medway and the Diocese
- iii. Promote a Cathedral Art Competition
- iv. Explore ways to use the Nave as a venue for artists' workshops
- v. Explore opportunities for funding an artist in residence
- vi. Develop links with local schools through arts projects based on the HLF2 displays
- iv. Use local landmarks and culture as the inspiration for cross media weeks.

Aim 8 - Manage resources efficiently

Great strides have been taken in recent years to ensure the smooth and efficient running of the Cathedral. We recognise the importance of this as part of our Christian leadership. We wish to build on what has already been accomplished and develop a sound financial structure, supported by an efficient staff base of both paid and volunteer staff. We recognise the importance of Estate maintenance and the need to provide funding to enable regular upkeep. We also recognise the need for all strands of income to be explored and developed. Our objectives therefore cover all aspects of resource management.

Objectives

a) Maintain sound financial stability

Develop the Music Endowment through the Cathedral Trust, working towards the goal of £10m capital within 10 years

- i. Encourage more generous congregational giving, through a 2013 Stewardship Programme and Gift Aided pledges
- ii. Encourage giving from visitors by better placement of boxes and appropriate signage
- iii. Develop the shop and tea rooms, so that they offer a reliable source of income
- iv. Support better marketing (see below) to widen the scope of Cathedral income

- v. Ensure that invested funds are ethically invested so as to maximise income
- vi. Work with the Friends to encourage a wider giving base that supports the capital expenditure arising from the Quinquennial Inspection
- vii. Maximise income, especially for capital projects, by sourcing grant funding wherever possible
- viii. Work with the HLF2 project to ensure that the revenue costs are fully supported by the project development and will have a positive effect on post-HLF2 income
- ix. Prioritise cost neutral aspects of the vision, only implementing other areas when their funding is assured

b) Ensure effective people management.

- i. Use Monitor to review and update policies regularly and ensure continued compliance to best practice
- ii. Encourage excellent line management skills through example; appraisal; training when suitable
- iii. Nurture a professional sense among volunteers by ensuring up to date staff records; line management and a structure to the teams
- iv. Offer appropriate training to volunteers as well as staff
- v. Ensure good lines of staff communication and especially around major new projects
- vi. Explore possibility of a shared Mentoring system – perhaps with Diocesan staff
- vii. Continue to monitor, review and update all management processes, such as the Risk Register; Health and Safety plans and Financial procedures

c) Ensure efficient management of Estate

- i. Continue annual capital maintenance plan using grant funding where possible
- ii. Aim to achieve 100% letting of commercial properties to maximise income
- iii. Use Estate plan to inform decisions around house for duty and ensure costs are realistic
- iv. Ensure that maintenance budgets are realistic and properly funded
- v. Develop plan for renewal of Garth House to ensure efficient use of space
- vi. Develop plans for gardens that complement the changes to the Cloister Garden through HLF2
- vii. Work to develop Dean Hole Rose Garden using external sponsorship.

d) Develop a marketing and communications strategy

- i. Work in partnership with Kent Business School to develop a marketing and business strategy that will support the work of the Cathedral through income growth
- ii. Develop the Website and appoint a Webmaster to ensure that it is up to date, relevant and easy for public and staff to access as appropriate
- iii. Use existing Social Media accounts to promote the Cathedral and enhance its reputation
- iv. Develop a better use of press releases so as to raise the profile of the Cathedral across the Diocese and, where appropriate, nationally
- v. Use our links with Medway Tourism and Visit Kent to enhance the Cathedral's status as a major site

Section 5 - Conclusion

This is a wide ranging and comprehensive plan, developing the ideas and aspirations of previous years and recognising the need to move forward in faith and take our plans to a new level.

Through the eight Aims we are seeking to work within our Mission Statement: Nurturing the radical hope of human flourishing in Jesus Christ. We do this both by direct work with our congregation, our visitors, our Diocese and our future congregations and by ensuring that the financial; administrative and physical structure is in place to enable a stable base for growth and flourishing within this Cathedral.

We commend this plan to you.

Chapter