
SOUTHWARK CATHEDRAL MASTERPLAN

November 2018 Version 1.5

Status of this document

The Masterplan was originally drawn together by a Chapter Sub-Committee comprising the Dean, The Sub Dean, Matthew Knight, Gill Reynolds and Jill Tilley. The current members of Chapter, Helen Quintrell, Amanda Hill, Daniel Chumbley and Matthew Hall have worked on the revisions and will be champions of individual areas and responsibilities to ensure that the programme can be delivered. We need to be aware of clergy and staff workloads and raising congregational expectations in order to develop what is possible and not to over promise. A clear and realistic timeline needs developing of what can be expected and when.

The plan is a living document and as such should be updated at least annually and include new sections as appropriate. There needs to be a section on future sources of funding and managing the finances.

Whilst imperfect and incomplete, the plan nonetheless provides a preliminary framework for priorities and decision making by Chapter and the Senior Management Team. Working with a Masterplan is new for Southwark and the Chapter will need to find its way to making best use of the plan and be sufficiently courageous to organise itself to deliver the aspirations and priorities set out.

October 2018

MASTERPLAN DOCUMENT

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SECTION 1 - INTRODUCTION

In 2015 we unveiled the new Vision Statement and Priorities to the congregation.

Southwark Cathedral an inclusive Christian community growing in orthodox faith and radical love.

Since that time we have been trying to work out what all of this means to us as a Chapter and as a community, a Cathedral and a parish church. As a way of addressing this a Masterplan Group was established in 2016 to look at how to determine our priorities and to set along some kind of timeline our hopes and aspirations. It is only through such an exercise that the Vision will come to life.

We hope that the rest of this document will provide a focus to how we spend our time, energy and resources, provide a framework for decision making by Chapter, help us identify the resources we need (finance, people, etc.), enable us to allocate responsibilities more explicitly across clergy, staff and volunteers, establish clear and where appropriate delegated lines of accountability for everything we do, and importantly enable us to track our progress over a five year period.

The plan is structured in four major areas of work and activity (Section 2 of this document) that will enable us to progress towards the Vision we have already set out. These work areas will be supported by plans (Section 3 of this document) for our buildings, finances, Worship and Liturgy, Communications, the Education Centre, Southwark Cathedral Enterprises, and for the development and management of all our staff and volunteers.

It is intended that the plan will help us to make some of the strategic decisions that will be before Chapter. For instance, should we be looking at putting together a Heritage Lottery Fund bid and what would be the implications of such a decision if we decided to do so? It will also assist with strategic decisions in relation to property and not least how we take forward plans for All Hallows and what these might look like.

It is impossible to do all that we would want to do. Resources remain limited and we wish to live within our means. The ongoing work of the *opus dei*, of pastoral ministry, of witness in the area, of being responsive in an ever changing environment, remain at the heart of who we are. A masterplan is not meant to be a straight-jacket or to deflect us from what are essential and central tasks. But we have said that we believe God is calling us in particular directions at this time and in all areas of our life we need to decide how to respond as best we can.

Please keep praying our Vision Prayer as we engage in this process.

God of our life,
may we grow in faith and love
with confidence in you;
vibrant,
prayerful,
passionate,
alive in Jesus Christ. Amen.

SECTION 2 – OUR FOUR MAJOR AREAS OF WORK AND ACTIVITY

Section 2.1 Core Congregation

Introduction:

The congregation is foundational and integral to the life of the Cathedral. It is therefore important that all members of the congregation feel a sense of belonging to the Cathedral community and are confident of their worth within this community. We believe we have a responsibility to encourage and enable a deepening of faith, understanding and discipleship in order to further develop and grow together as a worshipping community.

Overarching objectives:

- To ensure that all the Cathedral community feel that inclusivity applies to them as individuals who may or may not be members of a recognised group.
- To ensure that the less confident and articulate members of the congregation feel they have a voice and a part to play in the life of the Cathedral.
- To create opportunities for the congregation to learn and develop greater understanding of their faith and discipleship and a willingness to share their personal journeys.
- To engage in discussion with those new to the Cathedral and those coming for some time about ways of becoming more involved and providing opportunities to explore and develop further their commitment to a Christian life.
- To develop the commitment of the congregation to each other and to the Cathedral in terms of the giving of time and the increase of their financial commitment.
- To grow the congregation by making Southwark Cathedral a church where people feel welcome and valued as part of the family of God; when coming to church is like coming home.

Rationale for our commitment to this:

Southwark Cathedral is proud to be known as an inclusive church. We need to show how this works for the whole church community by embracing inclusivity in its widest context with teaching that speaks to the wide spectrum of young, old, single, married, divorced, LBGT+, straight, rich and poor, able and less able. We need to recognise that for many, coming to the Cathedral is going to church and the tension between Cathedral and parish church can get in the way of a sense of belonging. We need to strive to enable this sense of belonging by keeping the congregation informed about our plans and aspirations for the Cathedral, by offering opportunities for people to explore and deepen their own faith journey and by making sure that everyone feels they have a part to play in ensuring the future of the Cathedral both financially and by volunteer support.

What we intend to do:

We shall be focusing on the following:

1. Inclusivity
2. Education and Learning

3. Discipleship
4. Pastoring disciples
5. Growth in numbers

1. Inclusivity:

- Providing appropriate access into and within the Cathedral, ensuring accessibility to services and the ability to take part in the liturgy, including for those with a wide range of needs and backgrounds.
- Ensuring that all members of the congregation are aware of how to become a volunteer and that all volunteer groups within the Cathedral adhere to the Volunteer Charter and follow the policies adopted by the Chapter regarding the recruitment and support of volunteers, widening the demographic of our volunteers.
- Ensuring that appropriate training and support is given to those volunteers involved in the ministry of welcome for the Cathedral.
- Ensuring good communication between the Cathedral, the congregation and the wider community.

How to achieve the above:

The Access Group is currently working on an Access Strategy for the Cathedral, due for completion in Winter 2018/2019. The recommendations from this group will inform Chapter regarding the additional needs of those who find access to the Cathedral and its services difficult or impossible. Many of these recommendations will involve a significant financial input and necessitate substantial fundraising.

Matters concerning volunteer policies and procedures are the initial responsibility of the Volunteer Monitoring Group of which the Volunteers Officer is a member.

Training for Welcomers and Stewards in assisting and welcoming visitors and members of the congregation will be led by the Volunteers Officer with assistance from the Chair of the Guild of Stewards.

The current Communication Review Group will recommend improvements in how we promote accessibility to the Cathedral for Chapter's consideration.

2. Children, young people, and families

- Developing and expanding the role of the Education Officer and Education Centre.
- Enable mission opportunities to work with children and young people from across the Diocese.
- Planning and delivering a variety of programmes for our congregations' children, families, and young people.

How to achieve the above:

The role of the Education Centre and Officer is currently under review. The Canon Chancellor is leading on this process but will need to involve others in order to manage the

workload. We say more on the Education Centre forward plan later in this document but this could include the Education Centre playing a bigger role in enabling the discipleship of our children, young people, and families of our congregations.

3. Discipleship, spirituality, and learning

- Developing a lay group to assist in planning and delivering discipleship, spirituality, and learning programmes according to their gifts and the needs of the congregations.
- Planning and delivering quiet days, retreats, and opportunities for silent, meditative prayer.
- Developing and delivering a variety of study opportunities which deepen theological and spiritual understanding for our diverse congregations.
- Inviting outside speakers who inform and challenge our thinking.
- Stimulating, through theological reflection, the congregations to discuss issues which affect humanity both at home and abroad.
- Encouraging, through study, reflection, and considered input, our congregations to deepen their individual commitment to each other, the Cathedral, and the wider community through care, consideration, and generous giving.

How to achieve the above:

More interaction and shared responsibility between clergy and laity will be needed to ensure that a well-planned and well-delivered programme of events for study and spirituality. The Canon Treasurer, along with a team of congregants, is working currently on a draft programme for Advent 2018 – Advent 2019, with a view to integrating discipleship, spirituality, and learning. We are a diverse congregation, of differing needs and preferences, and our programmes need to reflect this. Explicitly integrating these three strands of discipleship, spirituality, and learning would allow greater flexibility and a more coherent, inclusive attitude to our learning together as a community.

Encouraging members of the congregation to support initiatives such as Robes, Food Banks, prison families' support; SPAs could help in coordinating these areas.

Increase of pastoral care among the Cathedral congregations by systematically utilising existing groups in all their variety; these could be coordinated by a recently retired member of the clergy overseen by the Canon Pastor.

Integrating our learning, praying, caring, and giving could encourage larger (and more diverse) numbers of our congregations to engage in active commitment to the Cathedral community and the wider world. Issues around financial giving, in particular, could continue to be developed within the discipleship, spirituality, and learning programmes to remind congregants that generosity – financial and otherwise – is central to our understanding of belonging to a faith community. More diverse engagement in learning and praying together would enable greater sense of pastoral responsibility for one another.

4. Pastoring disciples

The Cathedral seeks to be a place of welcome and inclusion and we want to nurture and develop a culture of welcome, care and access for all. There are concerns about people falling through the net and us losing touch with them. Existing groups need to be more intentional about caring for one another and sharing news and pastoral information with the clergy and pastoral team. The congregation also needs to be helped to take responsibility for one another with realistic levels of expectation. A Pastoral Group has been set up and we are exploring pastoral care by phone, looking after our ageing members of the congregation and also a renewed clergy commitment to meeting and greeting at the west end before and after services. We will also investigating becoming a dementia friendly church with appropriate training for staff and volunteers.

How to achieve the above:

- Establish the Pastoral Group with terms of reference
- Communicate with the congregation about the availability of support and how to engage with the Pastoral Team
- Preach and encourage everyone in the congregation to have a pastoral mindset and heart for others
- Provide appropriate training for the Pastoral Team and other members of the congregation willing to support.

5. Growth in Numbers:

- Outreach to young people.
- Ensure our welcome makes people want to come back.
- Signpost a clear route through to making a Christian commitment to God.
- Make sure the Cathedral's mission is communicated clearly and is accessible to all.

How to achieve the above:

The development of the Education Officer's role will be to encourage and expand our ministry among young people and families. Part of the Pastoral Group brief will be to encourage those who find Sunday coffee time a daunting prospect to stay and meet other people and also to encourage visitors to return.

Information describing next steps for those wanting to make a commitment to Christianity should be available and accessible. More than this, a plan is needed to set out the journey towards becoming a Christian in the Cathedral community. Whilst we have baptism and confirmation classes it is insufficiently clear as to how those wanting to explore Christianity are supported within the Cathedral and how discipleship can be nurtured amongst everyone. We believe this to be a priority area for us as a Christian community.

The Communication Review Group will report on the use of social media, the web-site and other means of communication which could be used to support us in all of the above.

Overall responsibility for this section lies with the Sub Dean.

Section 2.2: Engagement with Other Communities

Introduction

In establishing a strong, confident and well-informed Cathedral congregation it is vital that we remain an outward-facing community which is passionate about our local parish and keen to engage with the different groups in the area, including business, residential and voluntary sectors. Our parish has changed beyond recognition over recent decades and will continue to do so into the future. As a Cathedral community we will need to be agile in responding to these developments. In spite of gentrification and more visible affluence, there is an increasing number of homeless and vulnerable people in our parish seeking help from voluntary organisations. Beyond the local, we recognise our place in the wider church overseas and other faith groups and will seek to engage and develop fruitful relationships. Historically, the Cathedral has been at the forefront of standing alongside those living with HIV/AIDS. The boroughs of Southwark and Lambeth currently have the highest rates of infection in Europe and should therefore be a priority for this locality.

Overarching Objectives

Our aims are therefore as follows:

- To take an active role in engaging with homeless and vulnerable people through our commitment to the ROBES project, local foodbank provision and exploring the use of the All Hallows site as a centre for good living and well-being.
- To encourage members of the congregation to volunteer in community-based projects. A skills audit would help us to know the rich variety of gifts in our Cathedral community and this could be undertaken as part of Volunteers Week in 2019.
- To engage intentionally with those living and working in our parish through outreach and other events.
- To continue fostering partnerships with local organisations including Living Bankside and faith groups to promote community cohesion and good living.
- To understand better the issues and needs of the Cathedral BAME community.
- To understand and engage with those living with HIV/AIDS in our locality.

Rationale for our commitment to this

Southwark Cathedral has a tradition of being grounded in its community and engaging with the issues of the day as experienced by local people. We recognise the need to revitalise our commitment to the people of our parish and city. Kingdom communities are called by God to

draw strength from worship and then to serve Christ most especially in the weak and vulnerable. Recognising that all are made in the image and likeness of God, we cannot insulate ourselves from the struggles and issues facing those living in our city. Whilst recognising that many individuals in our congregation already engage in such dialogue, the Gospel calls us as a body to walk alongside our brothers and sisters and to help them to live life in all its fullness.

What we intend to do

- Continue to support the ROBES project through the Sleepout and staffing the Blackfriars night shelter, and to foster partnerships with other local groups working with the homeless and refugees.
- A group from the Cathedral staffs the Foodbank at St George the Martyr one day a week and we wish to develop this further.
- Continue to explore partnership working to make All Hallows a place of well-being for those living around the Church.
- Improve communications with those living and working in our parish and to plan a series of events at the Cathedral and in the community to build relationships and seek to respond to local needs.
- Build bridges with our local community through Living Bankside other organisations and faith groups.
- Build relationships with Harper Row Mosque and other faith groups to foster and support community cohesion. This has become a higher priority since the June 2017 London Bridge attack.
- Establish a programme of lunchtime speakers on politics, culture and issues of the day, encouraging others to visit the Cathedral.
- Explore the issues facing BAME members of our congregation and wider community.
- Develop our links with Rouen and Bergen, together with our local partners, and focus visits and exchanges to encourage greater involvement and practical benefits for our respective communities. We will ensure that the Masvingo link is both practical and also mutually beneficial.
- Meet with local HIV/AIDS charities and care providers to understand the needs and explore possible partnerships in Southwark and Lambeth.

- Nurture relationships with business interests through Southwark Cathedral Enterprises and fostering repeat business events such PwC, News UK etc.
- Nurture relationships with local charities such as Marshalls Charity, Blackfriars Settlement, United St Saviour's and Livery Companies.

How to achieve the above

Overall responsibility and accountability for this activity area lies with the Sub Dean. Given the wide range of activities in this area it is proposed that a number of existing groups together with new teams will work on developing a detailed plan. Each sub group will be represented on a steering group chaired by the Sub Dean. The tasks for each group will be:

- Determine the issues facing the Cathedral community in this area of work
- Identify possible partnership working
- Propose priorities and an action plan with key milestones

The steering group will then integrate these actions into an overall plan.

Working groups to include:

- Reaching out across the parish, including Robes, foodbank
- HIV/AIDS
- BAME
- Masvingo, Bergen and Rouen
- All Hallows
- Business, local charities and Livery Companies

Section 2.3: Our Bishop and Diocese

Introduction

The Cathedral is set within the context of the Diocese of Southwark. We are the Cathedral which means that, in some sense, we are the ‘Mother Church’ of the diocese. The name ‘Cathedral’ derives from the fact that the church is where the ‘cathedra’ the bishop’s seat of teaching is located. We serve the diocese and the bishop whilst retaining independence and the opportunity to challenge, encourage, inspire and support the mission and ministry in whatever ways we choose.

The Hearts on Fire with a Vision for Growth for the Diocese of Southwark identifies *Walking* with Jesus and getting to know Jesus better as we journey on, *Welcoming* all, embracing our diversity and seeking new ways of being church and *Growing* in numbers, generosity, faith and discipleship as we grow God’s Kingdom. Clearly the priorities of the Cathedral also embrace Walking, Welcoming and Growing and we should identify ways in which connections can be made between Diocesan and Cathedral goals.

Overarching objectives

In setting our vision and priorities, the clergy and subsequently the whole Chapter were clear that attention needed to be given as a priority to deepening the relationship between the Cathedral and the diocese and supporting the ministry of the Bishop of Southwark.

Rationale for our commitment to this

There were two principle reasons for this to be high on the list of our priorities.

The first has to do with changes in ecclesiology evident in the church. Whilst those in the broad middle of the church might recognise a role for the Cathedral there are nowadays parishes and individuals for whom the Cathedral does not enter their consciousness or meet their needs. For some it will be as a result of a more protestant ecclesiology which does not place the same emphasis on the role of the episcopate and therefore Cathedrals. For some it will be because they are out of communion with their bishop and hence their Cathedral. How do we engage with those who do not see a reason to engage with us?

Secondly, the particular style, priorities, tradition and history of Southwark Cathedral have given us a distinct profile in the Church of England, the Anglican Communion and in London. Our longstanding commitment to the full inclusion of all God’s people in ministry, regardless of the definers of gender, ethnicity, sexuality, ability, age means that we have a clear stance that some others find very difficult. Our championing of LGBT+ people, our solidarity with those living with or affected by HIV/AIDS, our presence over the last two years at Pride in London, makes us unacceptable to some. The presence amongst the clergy of openly gay and partnered priests, women and others has been the issue of public debate not least during the scandal surrounding the appointment to the episcopate of Dr Jeffrey John. We are ‘marmite’ in the Church of England, even though for those in the Cathedral we know that a lot of the ideas about us and the ideas we have about ourselves are often the stuff of fantasy.

What we intend to do

In considering the various priorities before us, we have identified the following as being the most important:

- Cathedral is loved by the diocese
- The Bishop of Southwark trusts us
- No sense of resentment or jealousy

How can we take this forward?

We propose that the following action is taken.

1. Cathedral is loved by the diocese

We need to embark on a charm offensive and this is particularly important after the meeting of the General Synod in 2017. It is suggested that the Dean uses his hospitality to invite various diocesan groups to the Deanery including Area Deans and Lay Chairs, the clergy of the Southwark and Newington Deanery and perhaps others.

The Director of Communications will be asked to give us a double-page spread (or 4-page insert) in The Bridge when we can talk about the Cathedral and what we are doing. This needs to contain a number of voices and not just the Dean's.

At the same time the Bishop and Diocesan Secretary need to be asked to give the Cathedral a slot at Diocesan Synod for us to make a presentation about our life especially as we begin to put in place changes that will happen as a consequence of the Cathedrals Working Group report.

2. The Bishop of Southwark trusts us

Following the General Synod debate on sexuality in February 2017 we need to be supportive of our bishop and working with him on the way forward. The Dean needs to make sure that he and the bishop have regular meetings and not allow these to be pushed out of the diary. The Dean needs to encourage the bishop to attend Cathedral Council at least once a year.

3. No sense of resentment or jealousy

The involvement of the Cathedral in the Parish Support Fund has been really important in signifying our commitment to the Diocese. We need to be more open in the ways in which we support and take part in the life of the Diocese.

New opportunities

The report of the Cathedrals Working Group (CWG) combined with the Self-Evaluation Process and the re-branding exercise present a number of opportunities and challenges. Many of these will affect our relationship with those beyond the Cathedral, not least in the Diocese. What follows are just some of the questions we face.

- The demise of the Cathedral Council will remove a place in which those from the diocese and wider community can have a voice into the governance structure. How can we still hear those voices?

- The creation of a lay Vice-Chair of the Chapter appointed by the Diocesan Bishop and answerable to the Bishop needs careful handling. Who might this person be? How will they relate to the bishop – behind the Dean’s back or in some other more positive way?
- The new structure of Chapter asks a number of questions. What other representation on the Chapter might there be? Will the Diocesan Bishop attend? How do we protect the Bishop from decisions of the Chapter that might present difficulties in the Diocese and yet fit with the Cathedrals vision and values?
- The College of Canons will become the ‘other’ part of the governance structure with the demise of the Council. How can we make this more useful and effective? Is the old pattern of meeting to eat what we should be continuing? How can we afford this? How can we renew it?
- The so called ‘Diocesan’ Canons are of equal status to the so called ‘Commissioners’ Canons. However, the insistence by some in the Diocese that they are 100% in the diocese creates a real tension for them. Should the Bishop and the Diocese recognise that if they choose to use Residentiary Canonries as a platform for appointing senior heads of department each should contain an element for the Cathedral as the *quid pro quo*? Should we therefore move to 10% of their time being Cathedral focused or cease to have so many residentiary canons?
- There have been good developments over the past few years about clarity in terms of funding between the Cathedral and the Diocese. The payment into the Parish Support Fund and payment under service level agreements for IT, HR, etc have brought clarity and accountability. Might there be other areas however where we need to talk money with the Diocese? At the present time the Cathedral is provided to the Diocese ‘free of charge’ – is this sustainable, or should the Diocese be making an annual grant to the Cathedral simply because we are the Cathedral as well as to make a contribution towards the costs of Episcopal services eg Confirmations?

There will be other opportunities and challenges as the work following the CWG unfolds and as the implications of the Self-Evaluation Process and the re-branding exercise become clear.

Resource implication

There are costs associated with hospitality but these can be kept within the budget. Work on the implications of the CWG report etc will have financial implications in terms of administration and legal fees.

Section 2.4: Our Distinctive Voice

Introduction

Southwark Cathedral occupies a very special place in London and most particularly in the life of the communities south of the river. The Mayor of London recognises the Cathedral community as a beacon of openness and inclusiveness and is strongly supportive of who we are and the work we do. We draw people from the counties surrounding London, including the southern counties forming our Diocese, and enjoy many visitors from overseas – we are ‘on the map’. Our profile within the Church and wider society offers opportunities for being heard on key theological and social issues where we have something important to contribute in fulfilling our Vision - an inclusive Christian community growing in orthodox faith and radical love.

In this context, we believe it is our responsibility to ensure our voice is heard in those situations and forums where we have a significant contribution to make to furthering God’s Kingdom.

Overarching objectives

Our aims are therefore as follows:

To develop well-informed, well thought-out, theologically grounded contributions to key theological and social justice debates in the Church and society, focusing on those issues we regard as important for the furtherance of God’s Kingdom

To create opportunities to engage our own congregation in these issues as well as seeking forums and opportunities where we can participate in meaningful discussions more widely, whether locally, nationally or internationally

To be recognised within the Church and society for the following:

- Standing up for and working towards full inclusion of all Christians in the Church and challenging the Church where this is not happening
- Standing up for social justice in our communities and more widely in the world where we can have influence
- A distinctive, valuable, respected, opinion leading theological voice on issues in the Church and society.

Rationale for our commitment to this

We have a long tradition of standing up for inclusivity in the church (eg full inclusion of LGBT+ community, active support for women’s leadership in the church as priests and bishops) and for social justice in our communities (eg Robes, All Hallows). Our public voice has become quieter in recent years and yet there are important issues facing the church and society where we have something to say in the furtherance of God’s Kingdom. To do this, we need to be at least as well-prepared and theologically underpinned as those offering alternative perspectives, and we need to stay relevant and well informed on issues we want to challenge.

What we intend to do

We first need to determine the issues we want our distinctive voice to be talking about. This means, for example, that we need to understand the issues and decisions coming up in General Synod that we want to influence. We also need to identify the key issues relating to the communities identified in section 2.2 Engagement with Other Communities, eg housing, vulnerable adults.

The issues for our focus will inter alia include the following:

In the wider church: Inclusion of all Christians irrespective of gender, race, ethnic background, ability, age, sexual orientation. Standing up for and supporting the Church in Masvingo and working with our fellow Christians in Bergen, Rouen and wherever else on issues important to their growth and spiritual wellbeing.

In our community: engaging with those tackling the housing crisis and homelessness; facilitating dialogue and action in our surrounding community to work towards well being in our City

In our Diocese: being a more proactive mother church for the diocese, actively engaging with our bishops and their agendas; supporting the missional work of the diocese

In the Cathedral: developing a missional voice to draw people in, and deepening the congregation's understanding of the theology that informs our perspectives on our focus issues.

Having determined the initial set of issues where we want to focus, we need to plan how we develop our theology and thinking to create informed perspectives. Our Canons Theologian will make an important contribution to this, as well as the adult learning offer, clergy preaching to the regular congregations, and the regular Lent and Advent programmes.

How to achieve the above

We propose that overall responsibility and accountability for this activity area lies with one of the Residentiary Canons who will need to be supported by a small team who can develop a more detailed plan, and take on the bulk of the work to bring the plan to life. This small group could include a SPA, a priest from the Diocese, one or two members of the Cathedral congregation, and one or two people with relevant interests and qualifications from the Diocese. Most importantly the group needs one individual who has the time and interest to devote to making this work and who will be responsible for leading the work under the guidance of a Residentiary Canon.

The tasks for the group will be:

- Determine the initial set of issues/topics that we want to explore and the situations/forums/places where we want to make contributions to debates and discussions
- Determine how our Canons Theologian can help us develop and explore our thinking
- Identify how to involve our congregations and the wider Diocese in participating in the learning experience as our thinking and understanding develop (link to Education Centre plan and the programmes of study events in the life of the Cathedral)

- Create a series of high profile services and events where our voice can be heard in the wider London community and beyond

SECTION 3 – SUPPORTING PLANS

Section 3.1 Plan for our Buildings

Introduction

The Cathedral estate comprises a series of buildings; those on and immediately adjacent to the Cathedral building itself, All Hallows Church, and the portfolio of properties used for residential purposes by Cathedral clergy and staff. This section focuses on the Cathedral building, the Millennium buildings, Montague Chambers and All Hallows. Our residential property portfolio is the subject of current work by Chapter's Estates Committee to consider how best to order and maintain, and maybe reorder, this portfolio to meet our future needs.

In terms of the Cathedral itself, the primary responsibility of the Chapter is to maintain the historic fabric of the building so as to enable it to pass to subsequent generations in good order. Alongside this, we need to ensure it is fit for purpose for the current generation, enabling people to worship and have access to everything in ways that are acceptable to the current generation. This creates inevitable tension between our desire to preserve the fabric and to intervene in terms of lighting, floor levels, physical access provision etc.

The unique and distinctive nature of the Cathedral's setting, with very little curtilage, in one of the busiest city districts in the world including a major transport hub, with thousands of people passing by and through weekly, means that the environs are a huge challenge to manage appropriately. Furthermore, whilst the Cathedral is a unique building to which we can attract grant funding, the newer buildings do not attract grant support in the same way and they are ageing rapidly, with some signs of wear and the need for upgrading.

We also need to acknowledge that the role and purpose of the Millennium buildings has changed fundamentally since they were built. The original intent was for the new buildings to house SEITE and be a training hub for the diocese, for which redevelopment of the All Hallows site would provide the necessary finance. This role has changed such that the Millennium buildings now house our income generating activities which make the single largest contribution to the Cathedral's income. There is an ongoing need to invest in our conference facilities to ensure our revenue requirements are met.

All these factors mean that we need to determine a set of priorities for what we tackle and in what order. Our schedule of work for the Cathedral is informed by the Quinquennial report detailing works that we must do, as well as those it would be desirable to do before they become urgent items in their own right. However, over and above everything else, our buildings needs to serve our mission and it is in this context that we have determined our proposed plan of action.

Our plan of action is set out against different time horizons, from the most urgent to take place from now on, to anticipated activities as far ahead as 2030.

Our overarching objectives

To fulfil our responsibilities to maintain the fabric of the Cathedral building

To improve all aspects of access to the Cathedral – physical access, lighting, sound system etc

To upgrade, reorder where desirable, and extend the facilities in the Millennium buildings to enable us to make the most of the physical assets available to us for income generating purposes, and to support the mission of the Cathedral

To explore possibilities for re-ordering the use of space in Montague Chambers

To create a plan for the use of the All Hallows site, beyond its current role as a place for homeless people to live

To prepare a plan for the use and upkeep of the Churchyard

To consider the options available to create a new higher spec building in the Courtyard which could be hired out at a premium rate for weddings and other functions, as well as provide additional space for Cathedral activities.

Proposed work

Harvard Chapel Project

Chapter vision for the Harvard Chapel needed

Access plan for Harvard Chapel needed

Feasibility study for Harvard Chapel reordering and access plan

Reordering around west end of Lancelot Link to improve access

Detailed proposals needed together with negotiations with Southwark Council.

Holistic access plan for the Cathedral site: 2018 - 2019

The Access Group is preparing a holistic access plan for the whole site for consideration and sign-off by Chapter. This plan should be available and agreed by the end of 2018. Funds will then need to be raised and where possible a phased implementation plan started in 2019.

New electrics, sound and lighting systems in the Cathedral: 2018- 2020

Work has taken place during 2018 to upgrade the sound system. Work is also needed to renew electrics and lighting.

Reordering of facilities in Cathedral and Millennium buildings: 2018 – 2021

The Sacristy is frequently crowded with clergy, vergers and volunteers and does not in these circumstances provide the right environment for clergy to robe and prepare before services, nor the right environment in which the vergers can work effectively. Similarly the Song School is just not big enough anymore. Our proposal is to investigate the feasibility of moving the Education Centre to the John Trevor Williams room (this has advantages with its own dedicated toilets), of

moving the Song School to a remodelled space in the Education Centre (likewise has its own toilets which meets the need for safe toilet facilities for children), and allow clergy to robe in the former Song School. This latter space could be used for meetings, Education Centre events and other gatherings during the week. This work would also need to include re-siting the men's toilets. This whole proposal constitutes a major project and would need to include resolving the 'Stink in the Link'.

This proposal would need a feasibility study in 2018, with fundraising to follow and implementation in 2020/21.

Development of the Courtyard: 2018 - 2022

This idea is at a very early stage but involves considering the possibility of turning the long raised bed on the west side of the Courtyard into a high spec building with doors opening on to the Courtyard. This would create another significant space to hire out and would enable us to attract events such as weddings and dinners not requiring the full Cathedral space. As a first step, a feasibility study is needed to work out how this could be achieved and some ballpark cost estimates.

Tower crossing and Cathedral floor renewal: 2020 – 2025

This phase of work will include the following:

- Repairs to high level masonry in Choir, and to pier bases
- Platform renewal allowing full access to the liturgical space
- Replacement of Cathedral flooring
- Roof bosses and interpretation
- Development of policy on stained glass including Condition Survey (2021 as part of next QI)

Anticipated works 2025 – 2030

- Move font – may need to bring this forward to coordinate with work to the floor
- Retrochoir chapels
- Reglaze and improve Lancelot's Link, including archaeological chamber conservation and representation

Anticipated works 2030 – 2035

- North nave and nave aisle roof covering
- Heating systems.

Development of the Churchyard and its use

Plans for how we develop and use the churchyard space will be created once the impact of the London Bridge station changes become evident. Later, we will have a much better sense of pedestrian flows, both in terms of preferred routes and numbers.

Priorities identified in the Liturgical Statement

Proposals for the development of the buildings as outlined in the Liturgical Statement will need to be included and cross-referenced in this Masterplan.

Section 3.2: Southwark Cathedral Enterprises (SCE)

Introduction

SCE is the business entity that runs the revenue generating activities comprising the Cathedral shop, the Conference centre, the Refectory and Special Events. SCE's one shareholder, the Cathedral Chapter, relies on the profit made by these activities for a significant contribution to the Cathedral's annual budget. Whilst contributions vary year by year, they are typically broadly in the range £250k - £350k. It is therefore crucially important that we nurture these constituent businesses and do all that is reasonably possible to enable them to maximise their contribution to the Cathedral's finances. All three constituent businesses have experienced their own challenges over the last few years and our intent must be to stabilise their performance and, where possible, grow their contribution.

These activities take place, however, in the context of a very busy Cathedral with constant demands for availability of space for non SCE activities, both in the Cathedral itself and in the Millennium buildings' rooms. We also need to acknowledge, (discussed in section 3.1 Buildings), that the Millennium buildings were not originally intended to provide space for revenue generating activities.

This section explores how we can take steps to increase the contribution made by SCE to the life of the Cathedral and the decisions needed to facilitate this.

Overarching objectives

Our main aim is to enable SCE to grow its profit contributions from the range of activities it undertakes. There are three constraints within which we need to operate:

- The demands on space by activities core to Cathedral life
- The limitations of our assets; it will be difficult to create more space that can be devoted to revenue generating activities. Indeed, if the longer term reconfiguration of space in the Millennium buildings is undertaken, SCE could conceivably have less conference space available as space to let
- Chapter's continuing commitment to free entry to the Cathedral

We also want to ensure, to the extent possible, that SCE activities bring people into touch with God, through their experience of a God filled space.

Currently SCE contributes £250k - £350k annually to the Cathedral finances. We want to explore the feasibility of growing this to a sustainable £500k per annum. Some initial steps have been taken to facilitate this but we know more thinking and more work is needed.

Rationale for our commitment to this

Given the dependence of the Cathedral's finances on the annual contribution from SCE, we recognise that there are opportunities to seize in the short to medium term to increase the level of that contribution. For example, we know that our conference business is operating well below capacity at 20-30% occupancy in any given week, and that we therefore have opportunity to grow this activity.

Furthermore, our catering contract is up for renewal in July 2019 and this creates the opportunity to recognise how our requirements have changed and to seek a partner or perhaps partners better suited to meeting these evolving needs, ie for Refectory catering, conference room catering and high end events catering. It is by no means clear that one supplier alone will be able to fulfil this wide range of catering activity.

Our Cathedral shop is performing well and we need to explore how we can enable the shop to perform even better, particularly at key points in the year such as Christmas and Easter.

Our Special Events business has grown significantly in the last 2-3 years and we need to explore how to attract further high profile, high revenue generating events and support these.

Whilst we are committed to supporting SCE in maximising revenue and profit contribution, this cannot be at the expense of the Cathedral's core activities nor extend into areas not congruent with the Cathedral's mission and ethos. This will inevitably be a fine line to navigate at times and will almost certainly require closer co-operation between Chapter and the SCE Board than has hitherto taken place.

Key challenges facing SCE

SCE has several challenges ahead:

- How to grow revenue and profit in the context of the Cathedral's core mission and ethos
- How to remain attractive to the conference centre commercial market
- How to increase footfall into the Cathedral and thereby increase revenue from visitor and retail services
- How to attract customers into the Refectory 7 days a week via a compelling offer that stands apart from the food and drink options available close by
- How to support an increasing events diary where high end catering is expected
- How to attract higher revenue and margin Special Events
- By implication, how to upgrade the core assets to ensure they remain fit for purpose, eg easy access to toilets for conference rooms, no stink in the Link, upgraded facilities in the rooms, catering that matches the standard of the room offer
- We recognise that we need to review the staffing and skills of SCE and the lack of a Commercial Director to lead and develop the team.

We must take care to take on only those activities that are sufficiently revenue generating for the time and effort that they entail. Activities that demand a lot of support from vergers and other staff can only work if the net margin is considered worth the effort and additional cost.

How to achieve the above

Our goal of sustaining growth in SCE's performance will in the longer term need to fit within the plans for evolution of the Millennium buildings. Ideas that need further work and feasibility studies are as follows:

- Appoint a Commercial Director

- Extend the QE Room into the Courtyard adjacent to a new building on the site of the current raised bed in order to provide a high end, high spec spaces to let for weddings and other celebratory events
- Identify and create a better, more accessible space for the shop
- Determine a better scheme for toilet facilities in the Millennium buildings
- Deal with the unwelcome assault on visitors and conference room users by the stink in the Link
- Improve signage – already part of the Communications review, see later section
- Present the Cathedral's overall plan to local commercial organisations, identifying opportunities for them to engage with and support the Cathedral, thereby promoting the Southwark brand.

SCE is holding twice yearly sessions with the Board and staff to generate ideas for increasing revenue, and to find ways to work more closely with the Cathedral to optimise activity and capitalise on ideas for growth and improvements where feasible.

Section 3.3: Southwark Cathedral Education Centre

Introduction

Our Education Centre's vision is to provide opportunities for children, families and adults to learn about the Christian faith in ways which stimulate curiosity, awe and wonder. Our longer term vision for the Education Centre is twofold:

- To expand its work with children, young people and their families
- To be more involved with teaching and nurturing discipleship and spiritual growth amongst our core congregations.

This second aim will require working with the Cathedral to develop and deliver programmes targeted at the wide range of adults in the congregation as well as the current focus on children, young people and their parents.

We will need to plan carefully for how such a broader activity is to be resourced.

Our overarching objectives

Our aim is to demonstrate impact on those who participate in activities supported by the Education Centre in the following ways:

- Greater understanding, knowledge and skills
- Deeper sympathy with the Christian faith
- An appreciation of the church's contribution to culture and community
- Engagement with the 'big questions' of life, ethics and meaning.

Our activities

The Education Centre's current activities comprise the following:

- **Schools Programme:** we offer a range of trails and workshops to schools which encourage learning outside the classroom and cover a range of topics supported by the National Curriculum. These include Experience Days at key points in the Christian year and a conference aimed at sixth formers which tackles themes in religion, philosophy and ethics
- **Visitors:** We provide support to the Cathedral's wider engagement with visitors including children and families, through trails and activities – particularly during school holidays and often linked to key events, such as Open Garden Days
- **Congregation:** in partnership with others, we support children and families in the Cathedral congregation in their learning and formation as disciples.

In the future, our intent is for the Education Centre to be involved in and contribute to the following:

- Teaching and nurturing discipleship amongst our core congregations through programmes differentiated for those exploring Christianity, new Christians, and those more mature in the faith

- Assisting the Cathedral in putting together a variety of offers that draw in people from a wide diversity of backgrounds and interests to explore theological, social, economic and political issues in relation to their Christian faith
- Helping to create programmes of retreats of various kinds to nurture faith and wellbeing
- Enabling congregational members to develop confidence and capability in supporting our desire and plan for our Distinctive Voice to be heard in more arenas and forums.

How will we achieve the above?

Our volunteers are the front line delivery team for the Education Centre. They act as guides, teachers, encouragers and facilitators to school groups and workshop participants. They prepare resources and help to design and refresh activities. We will need to continue recruiting such volunteers as are necessary and in line with the longer term plans, and ensure that we are able to develop and support them appropriately.

The **Education Officer** has overall responsibility for the day to day running of the Education Centre which includes the design and provision of trails, workshops and events to schools and local families. This person works in collaboration with other members of the Cathedral staff to resource the visitor experience and support the learning particularly among children and families. The Centre is supported by an Administrator who works during term time.

The **Board of Trustees** are legally responsible for the running of the charity and for setting the vision and strategy for the Education Centre. Members include representatives from the Dean and Chapter, the Cathedral congregation, the Board of Education and others with relevant skills. The Board of Trustees is chaired by the Bishop of Southwark. The Cathedral, in adopting this plan, will need to engage with the Board of Trustees to gain agreement to the longer term broader remit envisaged for the Education Centre in this plan.

The **Management Committee** advises on the outworking of strategy and oversight of the day to day running of the Centre, including for example, the quality of the trails and workshops, relationships with local partners including schools, and supporting staff and volunteers. Members include staff of the Cathedral who have a contribution to visitor experience and congregational life, local teachers, members of the Cathedral congregation and Education Centre volunteers. The Management Committee is chaired by the Canon Chancellor.

We will need the engagement and agreement of the Management Committee to help move this plan forward. In particular, careful consideration will need to be given to expanding resources and to the sharing of activity between Education Centre and Cathedral clergy and staff. We envisage a joint plan being created by mid 2018 that sets out the programmes and activities envisaged and a clear basis on which the Education Centre and Cathedral clergy and staff will work together to bring the plan to fruition.

Section 3.4: Development of our Staff and Volunteers

Introduction

Southwark Cathedral is run and supported by a highly dedicated staff team, and a highly committed team of 400-500 volunteers. The deep involvement and generous attitude of all our staff and volunteers mean that our Cathedral punches above its weight in terms of the huge variety, number and complexity of services, events and programmes that we are able to offer. We also know that, from time to time, this commitment comes at a price when staff fall sick and volunteers are, for whatever reasons, unable to fulfil the roles to which they have given themselves.

Our intention is to be as good as we can reasonably be at developing, nurturing and valuing all our staff and volunteers.

Overarching objectives

Our intent therefore is as follows:

- To develop a plan to retain our people for as long as they are able to fulfil their role to the organisation's expectations, and to develop a process for supporting and enabling people to leave, find an alternative role or stand down with dignity where needed
- To develop a plan to ensure smooth succession for key roles
- To articulate a plan for developing our staff and volunteers, such that we enrich their time at the Cathedral either as a staff member or volunteer through the acquisition of new knowledge, skills and experiences.

Rationale for our commitment to this

Good management practice demonstrates that the more people feel valued by the organisation they work for, in whatever capacity, the more they are able to give of their best. As a Cathedral, we want to act as a role model for not only valuing individuals for their contribution, but also for the whole person they bring to the role, and for paying attention in a meaningful way to their overall wellbeing. Such an approach aligns closely with our ethos and values as a Christian community.

We also know that we implicitly expect our staff, and some of our volunteers, to give above and beyond and that we need to be better at openly acknowledging this and providing the support and encouragement people need at times of 120% activity.

Developing and managing our staff

We need to recognise that a number of key members of staff are likely to retire within a short period of time. The impact of this in 5 or so years' time is the loss of critical knowledge and skills from our Cathedral life that could severely impact on our ability to operate even as we do now, let alone grow and develop as an organisation. We urgently need a plan that secures our future in this regard.

Culturally, we tend to struggle with achieving an appropriate balance between being a caring Christian organisation and holding people to account for their tasks, outcomes and

responsibilities. We have recognised that at times we need to be tougher in terms of not tolerating mediocrity whilst also being fair and being seen to be fair. Perhaps most importantly we need to be consistent in our approach and even explicit in our desire for openness and transparency with all our staff around what is expected of them and where/when they are performing well or less well. More openness and transparency creates a better context in which difficult conversations can take place.

How to achieve the above

A more consistent management approach can only arise when all those, whether clergy or lay people, in management positions have an agreed approach and set of processes to follow. We therefore propose that some training and development is put in place for those in management roles to explore their approach together, and to agree a common set of values and actions for managing staff.

This will help to ensure, for example, a robust and regular appraisal system for all staff that sets out clearly the expectations against which they will be assessed, explores in detail their training and development needs and puts in place the mechanisms for the support they will need.

Plans for retaining and developing all our staff are needed, alongside each individual's personal plan. In addition, we need to develop a succession plan with clear actions over the next few years to mitigate the loss of knowledge and skills as our older staff members move towards retirement.

Responsibility for these staff plans rests with the senior management team, and will be led by the Comptroller. Chapter needs to take an active interest in these plans and should ask to be updated twice a year on their progress.

Developing and managing our volunteers

The Volunteers Officer, working 3 days a week, is looking at how we attract, train, develop and manage our volunteers. We aim to ensure that they are able to give of their best in their Cathedral volunteering and that the organisation benefits as far as possible from the wide range of skills, experience and time that they are able and willing to devote.

A Volunteers policy is being developed that sets out how we engage with volunteers and what they can expect of us, and indeed us of them. This will provide a helpful framework for increasing openness and transparency in how people can access volunteering roles and in time should help us increase the diversity of volunteers working with us. As part of this policy, we need to determine our policy and process for retiring people from volunteering roles such that they continue to feel appreciated and valued but equally are able to make way for others to have their turn.

Whilst reporting lines for volunteers have been established, they need reinvigorating such that the management relationships involved mature and deepen.

More guidance is needed for these Team Leaders in nurturing, pastoring and developing their team members.

A Volunteers Week is proposed which aims to have a recruiting and cherishing focus for our volunteering at the Cathedral.

Our Volunteers Officer is our network into the local community to try and recruit new volunteers from elsewhere, eg Peckham Library Volunteers Fair.

We are seeking to expand the horizons and involvement of Cathedral volunteering by seeking individuals willing to be involved in Robes, the Foodbank, Lucy Brown House and as school readers. This will contribute to our outreach efforts into the wider community.

Section 3.5: Southwark Cathedral Communications

Introduction

We have long commented on and debated the adequacy of our communications with our core congregations, those communities we seek to reach and engage with, and interested parties nationally and internationally. We have much work to do in this arena. Encouragingly we have commissioned a Communications Review which will address at least some of these issues as a first step.

If we are to achieve the goals set out in this plan, however, in terms of growing our congregation numbers, making people feel welcome and able to engage with the building and the activities therein, engaging with other communities, and re-establishing our distinctive voice with greater confidence, then we have much to consider in terms of a broader strategy for communications.

Above all, our communications must reflect our role as a Christian community, growing in orthodox faith and radical love, confident in God and the Gospel, with a passion for those on the edge of society, engaging in vibrant theology and teaching, offering prayerful service of our Bishop and showing a love for London and the world. Our rule of life is centred on a commitment to worship, study and service and above all, to the Living God we know in Jesus Christ. All of our communication must reflect this vision together with the marks of our community either explicitly or implicitly.

Overarching objectives

At the top level these are:

- To ensure that everyone who engages with us knows, either explicitly or implicitly, what we stand for and who we are
- To expand our reach in terms of the communities and constituents we touch, and to enable our voice to be heard in the arenas and forums we choose
- To ensure people know how to engage with us, whether coming for a service or an event, and to make it easy for them to navigate their way into the Cathedral community
- To provide easy access to information about us and upcoming services, events and programmes so that people can easily join in
- To provide excellent signage on site to enable everyone who comes to have the best chance of enjoying all the facilities on offer, eg shop, refectory
- To provide such information as required to make people's visits as informative and enjoyable as possible.

How to achieve the above

Carry out a review to examine Cathedral communications with the congregation, the wider diocese and the local media and to make recommendations that will lead to improvements in the way that the Cathedral communicates information, news on services and events, directional signs within the Cathedral precinct and the dissemination of historical information on the Cathedral site.

Scope of this review - summary

- Examine information the Cathedral sends out to all members of the congregation and wider public through various channels
- Examine unintentional communications eg the look and feel of reception areas, public walkways, entrances and exits, telephone and email responses etc
- Research best practice in communications including possible alternatives to current arrangements
- Seek public views on what communications work best for them
- Consider what forms of communication best meet the congregations' needs whilst contributing to Chapter's broader goals in communicating (see above)
- Make recommendations to Chapter for improvements in communications.

Part of the process to improve our communications is to review and, if necessary, change of branding identity to help us communicate more clearly to our various constituencies. A branding partner, Spy, has already been appointed and has conducted a number of interviews and focus group sessions to distil what the Cathedral means to us, what we mean to the outside world (if anything) and how to engage with those who are not currently engaging with us. The result of this exercise will be a set of branding guidelines to assist us with a thorough review of our communications (including social media) and a house style within which we can develop a completely new system of signage across the site and re-skin the recently launched Cathedral website.

Taking this work forward will involve:

1. Re-skinning the Cathedral website with the new brand identity (this will be carried out for no charge by our web designers)
2. Engaging a wayfinding specialist to develop and comprehensive system of directional and advertising signage across the whole Cathedral site. This will require considerable financial resources to implement (at a rough estimate £50-70,000)
3. Developing a way of telling our story to those who visit us either through electronic means or through new display material in the Link and the Cathedral (this will also have budget implications)

Without a dedicated communications officer, we will struggle to exploit our new brand identity. Therefore, consideration should be given to appointing a person to this role (probably part-time).

Section 3.6 Southwark Cathedral: Worship and Liturgy

Introduction

Worship is stated as the first aspect of the Cathedral's Mission Statement. Southwark Cathedral is, above all else, a place for worship and prayer. The Cathedral Chapter is dedicated to being an inclusive church – which means we seek to be open and welcoming to everyone in our worshipping life. The worship of Southwark Cathedral is anchored in the *Opus Dei*, the daily saying or singing of Morning and Evening Prayer, and in the daily celebration of the Eucharist. This daily round of services throughout the year is supplemented by other acts of worship, especially as part of the observance of the Christian Year, as expressions of the varied life of the diocese and in the many acts of worship requested by external organisations and groups.

In common with many other Cathedrals, the worship of Southwark Cathedral has a distinctive style. Main Cathedral services are broadly liberal catholic in tradition. They are mostly formal and traditional, but we trust also creative, human, welcoming and inclusive. Some Cathedral services reflect different worshipping styles, such as those inspired by the worship of Taizé and Iona, or found in the monthly Eucharistic Devotions. We attempt to make participation in the liturgy as accessible as possible, both for regular worshippers and visitors, through well produced service booklets and cards (including large-print copies) and by occasional announcements, while recognising that in today's culture many visitors will need some induction into the words, music and customs of Anglican liturgical practice.

Southwark Cathedral's Liturgical Statement 2018 provides a detailed account of the Cathedral's liturgical practices, vision and aspirations, and includes consideration of liturgical and accessibility needs requiring work on or adaptation of our buildings. This section of the Masterplan should be read in conjunction with the Liturgical Statement.

Overarching Objectives

Our principal purpose if to worship the living God, revealed through Scripture as Father, Son and Holy Spirit; and to enable others to draw near to God in worship.

We strive to...

- to offer worship that is focussed on God, reverent and holy
- to ensure that worship is well prepared and carefully executed
- to provide a warm, inclusive and fulfilling welcome to worshippers and visitors, whether regular attendees or joining the congregation for the first time
- to make the building and worship accessible to all, lay and ordained
- to employ a range of Anglican liturgical resources to be found in both *The Book of Common Prayer* and *Common Worship*
- to make full and creative use of the seasons of the liturgical year

- to make full and imaginative use of the liturgical spaces in the Cathedral
- to make appropriate use of processional and stational liturgy
- to draw on and celebrate the rich resources of the church's choral tradition
- to offer excellence in music through the Southwark Cathedral Choir, the Merbecke Choir and the liturgical use of the organ
- to employ a breadth of hymnody
- to place the Bible and the reading of the Bible at the centre of our worship
- to aspire towards excellence in preaching
- to offer a public ministry of intercession
- to make creative use of silence, symbolism, art and ceremonial
- to employ the gifts of the congregation in worship
- to accommodate a diversity of approaches to churchmanship and styles of liturgical presidency
- to provide orders of service that are accessible and easy to follow
- to provide worthy and expressive liturgical furnishings and vestments
- to maintain the church as a house of prayer and pilgrimage, particularly in the Quire and the Harvard Chapel
- to support external groups and organisations in hosting, devising and delivering appropriate acts of worship.

Why are we doing this?

- As disciples of Jesus Christ we are called to love God with all our heart, soul, strength and mind. Worship helps us to express the inexpressible love that we have for the divine Creator, Redeemer and Sustainer.
- We are a parish church, an Anglican Cathedral and, being situated at the heart of London, considered by many to be an ideal venue for services of national significance.

What we intend to do

- Build on all that is already good or excellent and appropriate.
- Continue to develop liturgies and liturgical expression that meet the needs of those who come to worship.
- Improve the accessibility of our building to enable all who come to enter fully into worship.
- Improve the lighting and its versatility throughout the building.
- Continue the development of lay liturgical ministry across all sectors of our congregations.
- Widen our reach to potential worshippers, particularly for Choral Evensong, which remains a hidden gem of serene beauty in the midst of a frantically bustling part of the city.
- Continue to maintain the hangings and vestments, and look for opportunities for new work to be created.

- Consider whether elements of our Augustinian heritage may feed into our contemporary patterns of worship.

How might we achieve the above

- The Dean is ultimately responsible for the worship at Southwark Cathedral but the general overall responsibility lies with the Canon Precentor, assisted by the Succentor.
- The inaccessibility of the building is of urgent concern, and is the responsibility of the Chapter, with the guidance and monitoring of the Access Group.
- Many of the projects associated with our vision for worship involve capital funding. For this we look not only to the Chapter, but rely on the skill and expertise of the Enterprises Board, and those who raise funds or manage the Cathedral finances.
- Developing lay ministry will be facilitated by a culture of enabling and encouragement, especially amongst identifiable groups of people who are under represented in our lay ministry teams.
- To widen our reach, we need to:
 - Redesign the monthly music sheet
 - Build on recent work to promote Choral Evensong on social media and on A-boards around the Cathedral.
- To explore the potential of our Augustinian heritage to speak into our contemporary worship, the Precentor will spend some time on her sabbatical 2019 looking into this. The Treasurer has previously also done some work on this.