

SOUTHWARK

◆ CATHEDRAL ◆

Masterplan 2021

Version 9.0
15 February 2021

INTRODUCTION

Our Vision for Southwark Cathedral is to be Inclusive, Faithful, Radical.

We seek to be an inclusive Christian community, growing in orthodox faith and radical love.

The marks of our community are:

- confidence in God and the Gospel
- passion for those on the edge of society
- engagement in vibrant theology and teaching
- prayerful service of our Bishop and Diocese
- love for London and the world

Our rule of life is centred on a commitment to:

- worship
- study
- service

and above all

- to the Living God we know in Jesus Christ

THE MASTER PLAN, revised in the context of Covid-19

Covid-19 has had a major impact on our original plans. We should be clear about how our corporate life has changed, and plan realistically but with positivity and hope for the new post-Covid world. We need to define our priorities for the next three years, and assess what we can achieve with severely restricted funding.

Covid-19 has currently changed the way we worship. Many regulars are joining services online, and a significant proportion of these have continued to do so even after services in the Cathedral recommenced; some perhaps are shielding and others are anxious about using public transport. Unfortunately, there are regular members of the congregation who have been unable to access the online services, or receive email messages, and so have effectively been cut off from the Cathedral community during lockdown.

There has been a considerable impact on the salaried staff, with many furloughed and some unable to return. Volunteers suddenly found themselves no longer needed.

Cathedral Enterprises and the Learning Centre have been hit hard by the enforced lack of activity. As the first lockdown was eased, footfall gradually began to increase from a zero base, but this has once again come to an end. Companies who used our facilities have grown accustomed to using online forums, and the impact on conference room rentals post-Covid is unknown.

Health and Safety has become even more of a priority than before, with Covid secure measures in place as the worshipping life of the Cathedral gradually opened up again between lockdowns.

On the positive side, streamed services have been very successful and creative in keeping a worshipping community alive, and have unexpectedly attracted visitors from all over the country and beyond. This suggests that the online life of the Cathedral has been worth the effort, and should be continued and developed.

Summary

Over the next two to three years, and in light of the impact of the pandemic, we aspire to:

- Rebuild and renew our congregation
- Nurture and promote a collaborative, diverse and inclusive culture with good governance, sound finance and risk management at its heart
- Re-establish our ministry among young people, families and develop lifelong learning
- Complete a project to re-imagine use of the Harvard Chapel and improve access to the Cathedral
- Care for St Hugh's so it can thrive and work in a new way
- Establish a sustainable online presence

HISTORICAL BACKGROUND

Core Congregation

Southwark Cathedral is committed to being 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 full spectrum of humanity – regardless of the definers of age, gender identity, ethnicity, sexuality, marital status, social standing, wealth or ability. We need to recognise that there is a tension between the roles of parish church and Cathedral; for many, coming to the Cathedral is going to their local church, while for others it is a carefully chosen alternative to their local church. For both, we need to foster a sense of belonging by keeping the whole 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.

Engagement with other communities

Southwark Cathedral has a tradition of being grounded in its parish and 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 and worldwide. 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.

Bishop and Diocese

We value our relationships with the Diocese and benefit from working with the Bishop and alongside the residentiary Diocesan Canons and Bishop-appointed honorary canons. The Cathedral is the focus for the Bishop's liturgical and teaching role and we host a wide range of services and other events, bringing together parishes from across the Diocese as well as national and international groups and organisations. Not all parishes in the Diocese feel a connection to the Cathedral, or see it as having a role or meeting their needs in significant ways. How do we engage with those who do not share our values or see a reason to engage with us? And do so without hurting or alienating those who have sought refuge here because of that very clash of values?

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 as well as in the congregation means that we have a clear stance that some others find very difficult. We need to be aware that not all our views are shared in some areas of the Diocese. Southwark Cathedral is loved by many in the Church of England but it also disliked by others as well. We do know, however, that ideas concerning what the Cathedral believes in and does are not always accurate.

AIMS OF THE THREE YEAR MASTERPLAN 2021 – 2024

Our congregation

By 'our congregation' we mean not only those who are able to attend in person, but importantly two other groups: those who can currently access services and other events only online; and a further group who are without internet access and are therefore cut off from regular worship in the Cathedral community. This situation presents a particular challenge, not least in maintaining and strengthening commitment to the Cathedral among a congregation which is suddenly much more fractured and dispersed. By nurturing and deepening faith, and making available to all a vibrant, lively and communal worshipping life, we must strive to fulfil the needs of all our congregation, some of whom are currently shielding. We want our congregation to grow in strength as a safe, inclusive community, to ensure that every individual voice has an opportunity to be heard, and to be involved in furthering Cathedral projects or supporting our mission financially. Lockdown services have seen the growth of a new congregation, some living far away from the London area and in other countries, and our online provision can continue to offer them access to worship and involvement in an active spiritual community. This should not be lost when 'normality' returns. We are especially grateful to the Friends of Southwark Cathedral who are a real source of encouragement as well as financial support.

Outward reaching

We would like to be known as a Cathedral that reaches out and positively contributes to our local community, strengthens the mission of our overseas partnerships and wholeheartedly welcomes visitors regardless of their beliefs. We want to actively reach out and work with partners across communities and within the parish. We want to strengthen our position as a place to visit in London.

Our Diocesan links

We see the hosting of Episcopal services and events (diocesan, local and international) as a fundamental and key role of the Cathedral. We also wish to build upon our connections with the parishes of the Diocese, ensuring the Cathedral is relevant for all those who worship within the Diocese of Southwark. As the Mother Church, we want to be able to represent the Diocese and the Bishop faithfully with a strong clear voice on relevant issues. We will continue the strong relationship we have with the Bishop, ensuring we work together and are united in our response to key issues.

Standing on our own two feet

We want to return to being a self-sustainable organisation, delivering our mission by maximising our resources and generating additional income in ways which are fully compliant with our values and beliefs. It is important that we diversify our income streams, responding to changing markets and emerging opportunities as well as ensuring an engaging and consistent visitor experience to maximise our brand and income generation potential. We want our fundraising to be strategic and proactive, building upon existing relationships and nurturing new prospects. We want everyone to understand the need for strong financial management through the budgeting process and continued monitoring.

CONGREGATION, WORSHIP AND LITURGY

Where we hope to be in three years

The 11am **Choral Eucharist** will remain as the lynch pin of our liturgical and community life.

The choir repertoire will be expanded.

Boy and girl choristers will play an equal part.

Lay Clerks will be both male and female.

Actions

- The new Precentor will work with others at creating a greater diversity of participants in the liturgy and will begin a conversation with musicians about reviewing choir arrangements and direction over the next three years.

Our **online worship** will be inclusive, accessible and community based.

What we offer online will be refined, enhanced and excellent.

The online offer will be at the right times, of the right type, of the right length, on the right platforms.

The online worship will address the issues that people are facing.

Actions

- A system will be put in place for the caring of the online community
- Chapter will discuss and review the pattern of daily worship
- A volunteer digital team will be set up to oversee the production and streaming of services and the installation in the Cathedral of the necessary equipment
- Ensure that those without digital access are not marginalised

The 9am Sunday Eucharist

Actions

- We will review, develop and enhance the 9am Eucharist in consultation with the congregation
- We will look at ways of increasing the numbers attending

Sunday Choral Evensong

Action

The new Precentor will look at ways of using this service to engage the Diocese more widely in the life of the Cathedral as the Mother Church of the Diocese.

'Sunday at 6' will be online.

Healing Ministry will be held elsewhere in the liturgical programme.

Benediction, Exposition of the Sacrament, and Healing will have an honoured place in the liturgical programme.

Actions

- We will refresh the 6pm Sunday Service, while ensuring that elements we would wish to continue within our liturgical life will continue to have their proper place

Weekday worship will be at a time to suit availability of staff.

There will be two celebrations of the Eucharist each day (apart from Saturday) but at what times?

The team of Honorary Minor Canons will be refreshed, with clearer roles and expectations.

Actions

- A discussion to include how the clergy team can be present together at a weekly Eucharist and also how to include the Diocesan Canons on the weekday presiding rota
- A review will be undertaken to look at the role of our HMCs

UKME

Actions

- With the help of members of the College of Canons and wider community explore the needs of UKME members of the Cathedral congregation
- Seek to improve UKME leadership and participation across the life of the Cathedral
- Explore how we might engage with Black Lives Matter

The Crèche, Junior and Youth Xpress will have been rebuilt. The choristers will be seen as a central part in our offering, nurturing and discipling of our younger members. *(See also Children and Families)*

Actions

- To continue discussions with JX and YX leaders on the best way of resuming our activities
- Working with Trustees of the Learning Centre to develop sustainable best practice for the future
- To consider a Eucharist with the needs of families and children as part of our liturgical offering

Lifelong Learning

We want to affirm the importance of lifelong learning about our faith and continue to offer opportunities for this expanding on what we do wherever possible.

Actions

- Lent and Advent sessions building on the work which has been undertaken in the last few years. These will now be only online when necessary but mixed mode where possible
- developing our programme of weekends at Wychcroft which will be led by variety of people, sometimes the Cathedral Clergy, but also Cathedral laity and visiting speakers
- ensuring that we continue to invite Holy Week speakers and speakers for other significant moments in the church and Cathedral's year
- consider how it might be possible to develop the work of the Learning Centre as a focus for lifelong learning offering courses which can be accessed both by those who are part of the Cathedral community and in the wider Diocese and Church of England.

See also the Learning Centre

St Hugh's

We will develop communications between the Cathedral Chapter and St Hugh's PCC to ensure a shared vision for the development of St Hugh's

Pilgrimage

We will consider how best to develop the Cathedral as a place of pilgrimage.

DEVELOPMENT AS A VISITOR ATTRACTION

The Cathedral's primary purpose is a place of worship and its core focus is the congregation.

This section outlines further development of the Cathedral as a Visitor Attraction. The Cathedral manually counts about 180,000 visitors a year (2019). In reality, visitor numbers are probably higher. We know that visitors mostly stumble across the Cathedral due to visiting the local area, rather than visiting with intent. The main reasons for this are that:

- The Cathedral lacks a joined-up offer/narrative for day-to-day visitors
- Cathedral marketing is mostly reactive across limited platforms and is resourced by a willing but busy Retail Manager.

In terms of perception, the Cathedral gains mainly positive reviews. The Cathedral has a Tripadvisor rating of 4.5 stars and at the time of writing is ranked 101 of 2338 of Things to Do in London. Popular words or phrases within reviews include:

Borough Market	John Harvard	Photo Permit/ Take photos	Shakespeare memorial	Stained glass window
Buried here	South bank	Worth a visit	Interesting history	Beautiful buildings
Free entrance	Choir	Architecture	Nave	St Pauls

Competition in London is fierce and there are lots of ways people can choose to spend their time when in London. The Cathedral is, however, free to enter and is located in an easy to reach, high footfall area. There is real potential for the Cathedral to successfully carve out its own identity as a visitor attraction whilst balancing the needs of those wishing to come and worship. The fact the Cathedral is a working church should compliment the visitor experience, rather than hinder it.

There are many strands to the Cathedral that can make it an attractive and memorable place to spend time:

- Architecture and beauty of the building
- History of the monuments and the stories of those who are remembered within the Cathedral
- The story of the Cathedral within Southwark and London
- A peaceful place in the midst of a bustling area
- Core activity that takes place for free throughout the week: Evensong, organ recitals, external recitals, exhibitions in the link, hourly prayer etc.
- Dedicated shop and café
- The Cathedral's location in London Bridge next to the world famous Borough Market and proximity of a number of important historical and cultural sites
- Chapter is committed to the Cathedral being free to visit

What are the benefits of developing the Cathedral as a visitor attraction?

- Increased engagement with the Cathedral, its mission and story

- Diversification of audiences
- Increased income through secondary spend and donations
- Strengthen brand value and profile as a place to visit in London
- A flagship for the Dioceses in building long term sustainability
- Strengthen ties with the local community
- Become a better placed proposition to attract funding
- Expand the remit of the Learning Centre beyond school visits

Objectives of developing the Cathedral further as a Visitor Attraction:

- **Develop an offer that gives visitors a reason to visit with intent**
 - Workshop and deliver a joined-up story across the Cathedral site, with a particular focus on the interpretation of the monuments in conjunction with an interpretation specialist
 - Deliver [one/two] main exhibition[s] in the Cathedral space per year with associated programme
 - Reassess location and quality of the exhibition cases in the link and deliver [2-3] small exhibitions per year in conjunction with the local community
- **Develop the audiences that engage with the Cathedral**
 - Identify and deliver a core programme for core audience segments
 - Identify and develop a programme that delivers against the audiences identified as a priority in the Masterplan
- **Increase visitor numbers from 180,000 to XXXXX [to be agreed]**
 - Resource Cathedral marketing through a marketing post
 - Develop a marketing plan that targets core and priority audiences
 - Enhance the experience of the visitor through a review and programme to improve internal and external wayfinding
- **Increase secondary spend across commercial activities**
 - Review current and new activities to increase secondary spend opportunities
 - Develop a retail strategy that focuses in audience, product and display
- **Increase income via philanthropic giving opportunities**
 - Review fundraising targeted at visitors, including donation points, donation materials, and training of Welcomers
 - Review how visitors are informed about heritage repair and conservation projects; provide opportunities for visitors to engage with projects and donate
 - Convert visitors into regular donors, and provide engagement opportunities
 - Identify and steward legacy pledgers and donors who have the capacity to make significant gifts

GOVERNANCE AND MANAGING RISK

Where we hope to be in three years

Our aim over the next three years is to work to nurture and promote a collaborative, diverse and inclusive culture with good governance, sound finance and risk management at its heart. These principles should be at the centre of everything we do. This will help us achieve our vision and underlines our commitment to service. The benefits of good governance are reflected in our commitment to:

- Strong leadership, management and oversight with skilled staff
- Open, inclusive and connected culture which places diversity at the heart of good decision making
- Restoring our finances and building a sustainable Cathedral for the future
- Ensuring that everything we do is consistent with our core values - inclusion, accessibility, safeguarding, compassion for the marginalised
- Robust training and development

Actions

- We will implement outstanding recommendations of the recent self-evaluation exercise, and continue to self-evaluate the effectiveness of our governance procedures, our financial strategy, the management of our staff, how we manage risk, scrutiny and oversight and our decision-making processes.

Cathedrals Measure

The amendments to the Cathedrals Measure 1999 require changes in our governance and oversight, and a re-drafting of the Constitution.

Actions

- Establish the terms of reference and form a working group to amend and re-draft our constitution and statutes
- Within stated time-frames, we will implement: changes to the composition of Chapter; the dissolution of the Cathedral Council; consider whether to replace it with an advisory body; set up a Risk and Audit Committee; complete appointments to the Nominations Committee to advise on appropriate appointments; and prepare for regulation by The Charity Commission
- SMT and Chapter will oversee the time-line, conduct ongoing evaluation and ensure development of best practice. This will include recommendations for the improvement of the way we work and manage risk in order to meet the requirements of the Cathedrals Measure

COMMUNITY LINKS

We want to ensure that our links with the local community and across the Diocese reflect our vision and values. Our links with the Mayor of London and City Hall (particularly with its move to The Royal Docks) and the civic and parliamentary leaders across our Diocese are important to us all and we want to be part of the work that the Diocese does to ensure that the voices of faith groups are heard and valued in developing a society which seeks to be just and fair and to value all.

Actions

- How do we respond to the fast-changing landscape of regeneration to ensure we evolve with our local area?

Other Faiths

- Continue to develop and widen our links with Harper Road Mosque, particularly through the annual Grand Iftar
- Explore twinning with a Mosque
- Look for opportunities for engagement and dialogue with other faith communities

Community of the Cross of Nails (CCN)

- CCN working group to deal with all aspects of the Cathedral's membership
- Seek practical ways of combatting street and knife crime
- Signage in Cathedral to direct people to the Cross of Nails
- Support possible pilgrimage to Coventry and Dresden by the Friends of Southwark Cathedral
- Consider other less formal international links made possible through membership of the CCN
- Plaque to mark the designation of the Chapel to the victims of violence

Bergen and Rouen

- Re-establish the regular connection with our formal links in Europe
- Promote greater involvement on the part of the congregation by e.g. including more information in the Cathedral Newsletter, and making regular reports to Chapter
- Continue to develop our relationship with St George's Cathedral, Southwark and the Norwegian Church at Rotherhithe

Masvingo

- To ensure continued financial support particularly during 2021 as little available from the Bishop's Lent Call
- To continue prayer links ensuring the Cathedral community is aware of the needs of our brothers and sisters in Zimbabwe
- To re-establish the visits when we are able to
- To ensure the Cathedral community and Chapter receive regular information concerning Masvingo and Zimbabwe

BUILDINGS AND ACCESSIBILITY

Our buildings must be fit for purpose and accessible to all. The Cathedral Architect, Kelly Christ, has advised that the current financial restraints do not warrant a re-think or change of strategic direction but the delivery of projects may be protracted and will be determined by the availability of grant funding and donations. The Access Group, FAC and Chapter will determine the timescale after an update on the financial situation, including grant applications. *Ref Architect's Report to Chapter 16.7.20*

Actions

- Prepare for the 2020 Quinquennial Inspection to the Cathedral and Millennium Buildings, by e.g. checking the fenestration to ensure the building envelope is weather tight
- Use the Access Audit spreadsheet to highlight access-related work in the orange and yellow sections which can be carried out at minimum cost. Record and track progress of work done*
- Review the current signage inside and outside the Cathedral with particular reference to the suggestions from the dementia-friendly Church visit, as well as feedback from users
- Explore funding possibilities for the Harvard Chapel Project
- Progress the re-presenting of the conserved medieval bosses, supported by £30K pledged by The Headley Trust; exploring possible additional funding from the Barbara Whatmore Trust
- Progress the conservation of the Prior's Doorway. Skillington Workshop are appointed to carry out a condition report and conservation assessment thanks to a very generous donation*
- Progress the repairs to the pillars on the outer wall of the South Choir Aisle
- Prepare the archaeological assessment of the walls in the chancel to address the flaking Reigate stone
- Update the Records of Building Work in the Cathedral Archive
- Review the Bell Frame Investigations
- Review the interpretation of the memorials after consultation with the congregation and local community
- Review the recent use of the churchyard and south west door as the main entrance to the Cathedral and potentially look to making this more permanent
- Produce a strategic plan to maximise our property assets and phase the urgent and necessary works on Cathedral properties
- Work on raising the profile of Eco-Church within the Cathedral community and work towards the Church of England target for being net zero carbon by 2030

* The asterisked items above will now be addressed using the Sustainability Grant (Nov 2020)

LEARNING CENTRE AND FAMILIES

The Learning Centre is an important part of the Cathedral's mission and ministry among schools within the Diocese. It provides high quality, enjoyable experiences and effective resources for schools and church groups. After the London Bridge attacks, visitor numbers were considerably reduced for more than a year, and, just as recovery from this was beginning, the Centre's finances were severely impacted by the pandemic. There have been no school visits since March 2020, with little prospect of any in the first half of 2021. Though liquid reserves are relatively high, there is work to be done to get the Centre back on track financially over the next couple of years.

Actions

- Determining the future direction of the Learning Centre in a way which can secure its financial sustainability e.g. a greater focus on virtual visits
- Developing resources and ways of working that can be offered to schools and still generate income when visits are not possible
- Succession planning to ensure continuity
- Consider ways to promote and foster lifelong learning

Over the past four years, work with children and families (and especially Junior Xpress) has been developed to be more a time of worship and less a craft club. Much effort has gone into making resources distinctive to the Cathedral. Post-Covid, after a gap of what may well be a year or more, this work will effectively have to be rebuilt. Between the crèche and Junior Xpress, there are currently in the region of 40-45 families within the Cathedral congregation. There are also Choir families, and families whose children do not attend the crèche or JX. Volunteer staffing is problematical - two Youth Xpress leaders are stopping because they are expecting a baby and one is moving away (leaving one leader). Some eight JX volunteers are shared between two groups – JX1 and JX2. It would be helpful to have someone who is available every Sunday morning to support volunteers and to lead groups. This may help with recruitment too.

Actions

- Restarting JX and the crèche when it is possible to do so, and keeping in touch with families
- The Cathedral and Chapter need to ensure continued resourcing (human and financial) at an appropriate level
- Developing work with children and families beyond Sundays e.g. an after-school Eucharist has been planned for Summer 2020 but that has not been possible)
- Raising the profile of children and families in the congregation
- Carry out a volunteer recruitment drive
See also Congregation, Worship and Liturgy.

DEVELOPMENT OF STAFF AND VOLUNTEERS

We hope that in three years we will be fully staffed, with a secure and effective team within the various departments of the Cathedral. The new Precentor and Canon Chancellor will be in post, and St Hugh's will have a new priest, possibly part time. A steady turnover of staff is in general a healthy feature of Cathedral life, but it inevitably creates staffing shortages sometimes lasting several months, and the need for an ongoing programme of induction and team-building.

Actions

- Develop a job enrichment programme to give opportunities to progress in their careers, gain new skills, and clarify the link between staff roles and the future needs of the Cathedral
- Develop the appraisal system and provides opportunities for staff development and challenge, and identifying where support is needed
- Develop a succession plan for key roles including the Learning Centre, to anticipate future changes and to incorporate sabbaticals where appropriate
- Establish a formal link between SMT and Chapter and a method of reporting
- Integrating new staff at all levels and team-building initiatives
- Develop a charter to ensure good and respectful working relationships between volunteers, committee members and staff
- Find more effective ways for communication between staff e.g. while working off-site or at home
- Conduct a structured consultative exercise to learn from staff what they feel the Cathedral can do for them in terms of communication, management, their job role, appraisal and general well being

The huge range of Cathedral activities depends on a large band of over 400 volunteers. By the time volunteers are able to return post-Covid, their previous roles and responsibilities may have undergone significant change, and this will require supportive management. We hope that the Masterplan questionnaire will result in much more being known about the experience and abilities of the wider congregation, address volunteer needs effectively and promote a still higher level of volunteer participation.

Actions

- Create a longer term plan for the development and training of volunteers, and for the training and support of volunteer team leaders
- Develop a strategy to increase the number and diversity of volunteers, especially those of UKME heritage

SAFEGUARDING ISSUES relating to staff and volunteers

In response to the February 2020 Safeguarding Audit carried out by SCIE:

Actions

- Devise role descriptions for Cathedral Safeguarding Officers
- Develop a training policy for staff and volunteers at all levels; continue and complete the basic training programme for all volunteers, and begin a higher level course for team leaders
- Hold regular CSO meetings to discuss and act on any issues of concern
- Consider how the vergers' workload impacts on safeguarding and security
- Consider the needs of vulnerable adults
- Ensure that the Cathedral follows good practice in safer recruitment
- Devise a flowchart to ensure all staff and volunteers are clear about correct procedures wherever and whenever safeguarding might be a concern

SOCIAL AND COMMUNITY ACTION

Southwark Cathedral feels part of its local community, and regards it as a priority to foster links with secular organizations including Living Bankside, Borough Market, the Globe Theatre and Tate Modern as well as other local faith groups. Working with Bishop Christopher and the rest of the Episcopal and archidiaconal team we want to continue to develop our involvement in issues such as homelessness and food poverty, especially through the Robes project and St George's Food Project.

Actions

- Monitor our projects to ensure they fully reflect our beliefs of how the church should engage with our local society and the wider world, and comply with Cathedral policies
- Work to ensure that volunteer recruitment is sufficient to avoid undue workload on a few individuals, while maintaining clear lines of responsibility and oversight
- Ensure that we can react in an agile and supportive way to immediate or unexpected local and international needs, as well as maintain our longer-term commitments
- Adopt an approachable attitude to local residents, business and community groups, and signal that we regard them as important, and want to have productive links with them
- Devise a social action plan that includes how we take forward and adapt current projects, and what new ventures are needed
- Ensure that congregation members are aware of opportunities to be involved in current projects or how to go about starting new projects