



St Martin-in-the-Fields Mission Action Plan

Table of contents

- 1 Mission Statement and Introduction
- 2 1. Developing and Sustaining the Church Community
 - 1.1 The Pillars of St Martin's
 - 1.2 Church growth - numbers and depth
 - 1.3 Church communications
 - 1.4 Events and special services
 - 1.5 Chinese speaking congregations
- 5 2. Expressing Inclusiveness and Welcome
 - 2.1 Developing the theology, and communication the nature, of an inclusive church
 - 2.2 Visitors
 - 2.3 Dialogues with other faiths
 - 2.4 Olympics
 - 2.5 Developing the ministry to asylum seekers, migrants and homeless people
- 7 3. Building a sustainable future
 - 3.1 PCC Stewardship
 - 3.2 St Martin-in-the-Fields Ltd
 - 3.3 Stewardship of our site
 - 3.4 Arts commissions
 - 3.5 Reestablishing the Parish Archives
 - 3.6 St Martin's 'family' of organisations
- 10 4. Extending the Ministry
 - 4.1 Healing the earth
 - 4.2 Work and faith
 - 4.3 Night Church
 - 4.4 Working off-site - finding a way of St Martin-in-the-Fields having a wider impact.

Mission Statement

St Martin-in-the-Fields exists to honour God by being an open and inclusive church that enables people to question and discover for themselves the significance of Jesus Christ.

Introduction

St Martin-in-the-Fields is a welcoming, hospitable and vibrant community with worship at its heart. We are made up of English and Chinese speaking congregations, St Martin-in-the-Fields Limited (the company which manages our concerts, café, conference facilities, meeting spaces and shop), and a number of charitable bodies including The Connection at St Martin's and the Chinese People's Day Centre,. The church has a history and vocation of care for all who cross our threshold.

We are an open and inclusive church and, in consequence, a diverse community. In celebrating the historic breadth and generosity of Christianity in the Anglican Church we strive to be a place where the diversity of Christian understanding can flourish. The gift of God's Holy Spirit is the gift of loving communion and unity between those who speak different languages. We seek to rediscover and celebrate the dynamic of faithful difference in our following Jesus Christ so that we can witness with authority and integrity to the love of Christ in the world.

While celebrating and defending our unity in the body of Christ, the living Word requires us to work together to understand God's purposes in the 21st century. As a community we are used to accepting paradox creatively. Our aim is not to provide simple answers but to uphold one another in living with the questions, to seek the deeper truths, and to be a place of encounter between people and God.

Having recently completed the renewal of our buildings, we are experiencing a time of growth and opportunity. As we explore ways to sustain and enhance our life together, we wish to continue to extend the welcome and hospitality of St Martin's by serving a wider community and deepening our commitment to London and the global community to which we belong.

These are the issues which will inform our priorities over the next three years.

AIMS

1 – Developing and sustaining the church community

1.1 The pillars of St Martin's

St Martin-in-the-Fields has a ministry of liturgy and preaching which engages with the issues of the day. Like any parish church, St Martin's has committed and engaged members but not all should be equally busy in service of the institutional church. At the end of every act of worship people are sent out to lives of service in the wider world. We are also a church for many visitors and people who, for a variety of reasons and in many ways, are in transitions in their lives and find a temporary home with us in a process of moving on. All are welcome in this community.

Prayer, music, education, the caring service of others and the building of international relationships are part and parcel of our response to God in Jesus Christ and point to the kingdom of God.

Action: *The PCC with its Committees will ensure these areas lie at the heart of our common life. They will be enhanced through our programme of activities created in the light of this Mission Action Plan.*

1.2 – Church Growth – numbers and depth

Since returning to renewed buildings after a period of closure, the congregations have grown to a point at which it is not possible for anyone to know everyone else. To sustain growth, we will continue to develop an effective network of groups, helping people to belong and to grow as Christians. These groups are characterised by a spirit of openness and cater for a great diversity of people and needs. They add considerably to the life of the whole church and provide opportunities for fellowship and personal development. Alongside this we provide a programme of prayer and spirituality to sustain and deepen the life of our community. We take care to make provision so that children are welcome members of St Martin's, as well as to value the rich contributions of those in later life. The development and training of lay leaders will be critical to the sustained development of these groups and the life of the church.

Actions: *a) We will foster the growth and development of lay leaders and implement a coherent strategy for groups.*

b) We will review how to extend the work of pastoral care, including the lay Pastoral Group and the work of the Extended Ministers' Group.

c) We will continue to make spiritual growth a priority through the provision and development of retreats, quiet days and accompanied prayer.

d) We will continue to extend participation in the St Martin's community and actively welcome new members of the congregations and recruit them to the Electoral Roll as a sign of their commitment. Every member of St Martin's has responsibility for welcoming visitors and encouraging new members. One of the PCC is available after the Sunday 10am Eucharist with ER membership forms.

1.3 – Church communications

We know the importance of continually improving our communications in order to provide up-to-date, accurate information about the breadth of all that is on offer at St Martin's. We will seek to do this in a way that is fresh, accessible and consistent, and presents St Martin's as connected and relevant. Good communication encourages new members of the congregation, is a tool for growth and a resource for development.

Given the importance of achieving and maintaining a consistency and quality for all our church communications and in order to maximise the potential of all that we do, we will be looking to create a full time post of Communications Officer. This person will work to the clergy and link with the SMITFL Director of Marketing and a Churchwarden or Deputy with responsibility for this area.

Our location and wider significance make it vital that the high quality theological and liturgical resources we produce are readily accessible. Their publication and distribution in varied and innovative ways should always be part of the planning by individuals and groups.

Thanks to a unique relationship with the BBC, St Martin's has a national and international reach through broadcasting which is vital to our self-understanding and the way we are seen by others. The regular broadcast of worship is key to this and we will look to extend it. The Christmas Appeal is also a remarkable partnership with BBC Radio 4. It is of great importance to St Martin's care of homeless people through The Connection at St Martin's and with people in extreme need all over the country through the Vicar's Relief Fund.

As a point of principle, entry to St Martin's is free so that our visitors are encouraged to come to church as welcome visitors and pilgrims. Our Vergers, Stewards and mid-week lay chaplains are crucial in the way visitors are received into church. They underline the church's role as a place of worship and make visitors aware of the spiritual importance of the church buildings.

Actions: *a) We will develop an appropriate job description and appoint a full time post of Communications Officer and update and renew our church communications, including the website.*

b) We will increase the range and distribution of St Martin's publications

c) We will nurture and sustain our relationship with the BBC, ensuring that there are regular broadcasts and the Christmas Appeal, whilst also looking for new opportunities.

d) We will review the work of the vergers, stewards and mid-week lay chaplains and provide regular training

1.4 Events and Special services

The number of special services and church related events held at St Martin's but initiated by those beyond our immediate community is a measure of how we have grown. This increased level of activity is essential to the wellbeing of the renewed St Martin's. It makes good use of the enlarged opportunities our buildings give, generates energy, extends our networks and

develops the sense of our being a church open to, and of service to, the wider Church and world.

Action: *We will ensure we are organised and staffed for this level of activity, using the increased income from it to help pay for it and sustain it.*

1.5 – Chinese speaking congregations

The Cantonese speaking congregation has been part of St Martin's for 46 years. It has its own Church Council which is responsible for that congregation and its own Mission Action Plan. The Chinese Church is represented on the PCC. With a larger number of students studying in English and as the number of British born Chinese within this congregation increases there are more opportunities for joint activities with the English speaking congregations.

The development of Hong Kong Friends of St Martin's will be encouraged as a way of maintaining links with former members and strengthening our relationship with the Anglican Church in Hong Kong.

The Mandarin speaking congregation is already 5 years old. In December 2009 a Mandarin speaking Pastoral Assistant was appointed with support for 3 years from the Bishop of London's Mission Fund and the Archbishop of Hong Kong. This work is a special priority within St Martin's and could then be self-sustaining within the St Martin's family. In the longer term this congregation is of strategic significance as members return home better equipped for Christian service in the Church in China.

Actions: *a) We will set-up a joint CCC/PCC working party to meet in 2011 to plan further joint activities. In 2012 this group will plan for the Chinese church's 50th anniversary in 2013.*

b) We will make opportunities to welcome visitors from Hong Kong and enable visits and exchanges

c) Our aim is to grow the Mandarin speaking congregation from 30 to 100 members in 3 years.

2. Expressing inclusiveness and welcome

2.1 Developing the theology, and communicating the nature, of an inclusive Church

We are committed to an inclusive vision of the Kingdom of God where all are welcome, irrespective of the elements that make up the range of human diversity including age, race, ethnicity, gender, sexual orientation and ability. Our theological understanding informs this view and we are conscious of the need for materials to communicate this. We will build upon the work that has already been done through our Education programme and such initiatives as the 'Living the Questions' course and will prioritise inclusive liturgy.

Actions: *a) To devise liturgy, events, courses, and literature which develop and communicate inclusive theology.*

b) We will work to engage with the debates of the wider Anglican Communion.

2.2 Visitors

With some 700,000 visitors a year, St Martin's is one of London's top twenty most visited attractions.

Our visitors expect a range of high quality and accessible interpretative material. We have an excellent Audio Guide and Malcolm Johnson's History of St Martin's. We need to produce a Guide Book. The displays and interpretation material in the foyer need to be regularly refreshed.

Action: *We will work in consultation with St Martin-in-the-Fields Limited, to distribute the Audio Guide and the History of St Martin's in a more active way, and to produce a Guide Book.*

2.3 Dialogue with other faiths

London is the most cosmopolitan city on earth, a 'world in a city'. As such we have unique opportunities to engage with people of other faiths. Peaceful religious dialogue is vital when many of the world's conflicts are fuelled by toxic religion.

We expect this engagement also to find expression in the pursuit of justice through local social action, as the diverse communities that make up this city seek to find their own voice.

Actions: *a) We will engage with people of other faiths, and identify like-minded partners to work with.*

b) To work in common cause with members of other faiths in pursuit of justice through local social action, continuing to explore our role with London Citizens and thereafter reviewing our membership annually.

2.4 Olympics

One of the reasons London won the 2012 Olympics is because the most cosmopolitan city on earth is also one of the most comfortable with its diversity. In religious terms we will want our Olympic visitors to experience St Martin's at its best, so the quality of the church's and SMITFL's programming for the period of the Olympics and Paralympics will be important in what is usually the summer holiday period in the church's year.

By exhibiting our links with other faith communities in music and stories, prayer and fellowship, we look forward to showing the possibilities of our inhabiting one city together.

Actions: *a) We will form a working party at the earliest possible date to plan and implement a programme of events including liturgy and education which will reflect on national identity, diversity and the world community during the Olympics and Paralympics.*

b) In planning our events we liaise with More Than Gold (the umbrella churches organisation for the Olympics), Festival 2012, and others.

c) We will use our international connections to link especially with those countries that are smaller and less likely to win medals.

d) We will work with other faith communities and like-minded partners to witness to the faith communities working in harmony.

2.5 Developing the ministry to asylum seekers, migrants and homeless people.

St Martin's recognizes that an essential part of inclusiveness is to continue to develop our welcome and ministry towards those people who are homeless and come into St. Martin's seeking the warmth and peace of this church. This ministry especially at this time includes those who are seeking asylum in this country or are migrants who have newly arrived. St. Martin's recognizes the spiritual as well as the physical needs of those who are most vulnerable and seeks to develop this ministry.

Action: *Alongside the day to day ministry to those who come into St Martin's simply to sit and seek space and sanctuary, we will work with The Connection, its volunteers and Friends, and other like-minded organisations to meet the spiritual needs of asylum seekers and refugees and homeless people.*

3 Building a Sustainable Future

3.1 PCC Stewardship

It is expected that the financial impact of the Renewal Project will continue to be felt until 2012.

The overall finances of St Martin's are dependent on a mix of profits from the business, charitable donations from friends, visitors and supporters, and church collections. To sustain and build our mission, St. Martin's will have to continue to raise money through a combination of commerce and giving.

Actions: *a) The 3 year financial 'flight path' drafted by the Treasurer will be reviewed regularly by the PCC and plans will be made in accordance with this framework.*

b) The PCC's financial strategy will be built on the objective of congregational giving being sufficient to cover the church's ministry costs and make an additional contribution to the Diocesan Common Fund.

c) A Stewardship Renewal campaign will be held in May/June 2010 encouraging our members to invest in the life of this church. A further campaign will be planned for Spring 2012. Our target is that by Spring 2012 50% of the electoral roll will be committed to planned giving.

3.2 St Martin-in-the-Fields Ltd

The contribution of the business undertaken by St Martin-in-the-Fields Ltd is not just financial. It will continue to extend the mission of St Martin's in commercial ways that support and enhance the life of the St Martin's community. It maintains the site, employs staff and plays a major role in our welcome of visitors, providing hospitality, food and music. In some areas such as exhibitions, concert series, open house events and products for sale church and business aim to work in closer harmony. The PCC supports the commercial activities of SMITFL which are carried out within the framework set by the Business Plan and St Martin's ethos and values statement. *The brand ownership lies with the Vicar and Churchwardens. A joint PCC/SMITFL group will develop the brand strategy and identity of St. Martin's.*

Actions:

a) The brand ownership lies with the Vicar and Churchwardens. A joint PCC/SMITFL group will develop the brand strategy and identity of St. Martin's.

b) A group from the PCC will meet with a SMITFL board group at least once a year to review the pattern of activities where church and business are explicitly linked and make recommendations for the future.

3.3 Stewardship of our Site

The achievements of the Renewal Project that has preoccupied St Martin's through the first decade of the Twenty First century are considerable. Small but significant work remains,

mostly ‘snagging’ and ‘fitting out’. This has a significant impact day to day and therefore remains a priority. Attention is also required to clear the debt from the campaign (c. £250k) and maintain sufficient reserves for continued maintenance and development. St Martin’s has received the gifts of a range of high profile individuals, trusts and corporate supporters. We will continue to steward them with a view to enlisting their further support in the future. Through the work of the Development Office we will build support for capital, educational, charitable and cultural initiatives at St. Martin’s.

Actions: *a) SMITFL will lead the work on completing the remaining capital works and enhancing our meeting spaces and improving acoustics and lighting.*

b) First consideration for all ‘non assigned’ legacies will continue to be given to the capital debt by the Vicar and Churchwardens. The PCC will agree a long term legacies policy by March 2011.

c) The membership of the Development Trust will be reviewed. The PCC will continue to fund the development office until March 2011 with a review of this funding by the end of 2010.

3.4 Arts Commissions

The Arts Advisory Panel will continue to help us borrow and commission works to enhance the site in keeping with the Arts Strategy agreed by the PCC in 2005. The immediate priorities are the sanctuary and the Dick Sheppard Chapel for which proposals are already being developed. Next will come the light well and courtyard.

Action: *The Arts Advisory Panel will continue to meet and recommend commissions or loans to the PCC within the financial framework set.*

3.5 Re-establishing the Parish Archives

A church which takes the trouble to know and tell its history and knows the stories out of which it lives is strengthened in the present and for the future. Westminster City Council Archives hold most of St Martin’s older and most significant parish archives on our behalf. They took recent material just as we began the renewal project. Our own Archives room was sorted and material put into storage. This has been returned but has not yet been unpacked. The upper room on the NE staircase of the church will become the Archives Office.

Action: *We will establish a small working party to complete this task.*

3.6 St Martin’s ‘family’ of organisations

The Renewal of St Martin-in-the-Fields has equipped us for service in the 21st century. We will continue to develop the internal organisation that enables each part of St Martin’s to flourish as well as for us to function as a whole.

Actions: *a) All the associated organisations within the St. Martin’s family (PCC, SMITFL, Ho Ming Wah, The Connection etc) will ensure that their boards review the ethos and values statement and report any issues to the PCC by the end of March 2011.*

b) All the parts of St Martin's have their own mission statements but in this next 3 years each will be encouraged to review their mission statements and share their objectives with the PCC on a regular basis.

c) We will support the sense of family by appropriate joint activities.

d) The Vicar will bring forward recommendations for the establishment of a group of advisors who will assist in the development of cross site strategy and development.

4 Extending the Ministry

4.1 Healing the earth

Environmental concerns affect the quality of life in our city. They often impact on our international partners even more sharply. Making a response as a church community has become a major priority for us, as it is for the Diocese of London and Church of England.

The Renewal Project means that in most respects our buildings meet the highest technical standards for energy efficiency, including the boreholes into the aquifer 150 m below ground facilitating heat exchange. We will steward our resources carefully and efficiently.

Action: *In July 2010 the PCC and its committees will be meeting with the Diocese's Head of Environmental Challenge to begin the process by which we will undertake an environmental audit, set targets and create an action plan.*

4.2 Work and Faith

Members of St Martin's are engaged in the world of work. As a central London church, we are surrounded by places of work. We will seek to increase our awareness of, and ministry to, the world of work.

Actions: *a) We will seek to integrate Sunday and weekdays by providing support for existing members during the week through weekday fellowship and support, through mentoring, through new liturgy, and through offering individuals and groups the opportunity to examine and reflect upon the theology of work.*

b) We will encourage new weekday members drawn from people who work locally and seek to enhance the spiritual lives of people in every sphere of work.

4.3 Night Church

London is a city characterised by very different moods and needs at different times of day and night. We recognise there is a large number of people who might engage with St Martin's when we are currently closed. We will continue to explore innovative ways of engaging people in worship and the life of the church.

Action: *To find out about the Scandinavian experience of 'Night Church' and in the course of 2010/11 to consider piloting this at St Martin's. Its resourcing will be a particularly important part of our planning and decision making.*

4.4 Working off-site – finding ways of St Martin-in-the-Fields having a wider impact

St Martin-in-the-Fields has developed an innovative and sustainable mix of church, charity and commerce which is replicable in other places. We will support and encourage members of our community who wish to be engaged more widely.

Action: *We will work so as to have a greater impact within and beyond the Diocese of London.*

The PCC will create an implementation plan, measure and report on these actions.

For all that has been, Thanks.

To all that will be, Yes.

Dag Hammarskjöld (1905-61)