



## THE MISSION AND MINISTRY OF THE CATHEDRAL

### INTRODUCTION

1. With the Bishop the Cathedral has a Mission and Ministry to all who live in the Diocese. The Bishop and his staff set the mission course for the Diocese and share the vision that gives point to the work of others, articulating a direction and supporting and encouraging others in their outworking of Mission and Ministry at local level. The Bishop and the Staff travel the Diocese in their ministry to the parishes. The ministry of the Cathedral is from a fixed point.

2. It is the task of the Chapter under the leadership of the Dean to set the Mission and Ministry course for the Cathedral and to be committed to it. It should be seen in the parishes as supportive of the Bishop's Mission and Ministry and likewise engaged in it.

3. The Cathedral is a centre of ministry but without geographical bounds. Those who find a place in the community of faith through joining worship, becoming a volunteer or participating in programmes of education are an important part but only a part of the story. For the Cathedral seeks to serve the Diocese and to offer ministry to City and County and the wider community from beyond the Diocese who come seeking it. There is some suggestion that through developing partnerships the City and the County and the wider community have a clearer perception of this than some of those in parochial ministry. But the Cathedral is not independent of the parishes and of the Bishop and the Diocese as a whole: Cathedral and Diocese are interdependent.

In particular we wish to acknowledge our partnership with Churches Together in the Diocese and, in Winchester itself, with Churches Together in Winchester and the other Churches of the Winchester Deanery.

### AIM

4. The aim of this paper is to:
- a. Build upon the work developed in the audit of the Cathedral's Mission & Ministry (paper dated 15 March 2005).
  - b. Set out the purposes of the several Ministries within the Cathedral and,
  - c. Report how those ministries are provided.

### MISSION AND AIMS

5. The Chapter's Mission Statement defines what it seeks to achieve in its Mission. This is: **'To make the Cathedral more accessible as a place where**

**God the Holy Trinity meets all people and they may seek Him’.** Underpinning this statement is a series of Aims that the Chapter deem essential to achieving their Mission.

These are:

- a. **For the Cathedral to be the Bishop’s Church and the mother church of the Diocese and County.**
- b. **To offer daily worship and intercession to the glory of God and in the service of all people.**
- c. **To proclaim a living Christian faith in our teaching, our life together and our service in the Cathedral, City and wider community.**
- d. **To care for the Cathedral as evidence of that historic and living faith, and its precinct as its appropriate environment.**
- e. **To welcome visitors as God’s guests and assist their discovery of the Cathedral and the faith which built and adorns it.**
- f. **To be a community in which all share a ministry and value each others’ part in it.**

## MINISTRIES

6. The Chapter has, currently, eight areas of Ministry that are resourced and managed by Chapter members, individually or collectively and these are set out in the following paragraphs.

### THE MINISTRY OF WORSHIP

7. Within the aims set out in paragraph 5, three apply specifically to worship:

- **For the Cathedral to be the Bishop’s Church and the mother church of the Diocese and County.**
- **To offer daily worship and intercession to the glory of God and in the service of all people.**
- **To proclaim a living Christian faith in our teaching, our life together and our service in the Cathedral, City and wider community.**

The Dean is responsible for ordering worship within the Cathedral. All members of the Chapter are responsible for their own contribution to that ministry. Under the Dean the Precentor is responsible to the Chapter for the Music and Liturgy Department that is tasked with the provision of music and worship. The Precentor and Sacrist is supported by an Office Staff, the Director of Music and Assistant, Custos (the sub sacrist) and the team of Virgers and a number of Volunteer Section Heads.

8. Opus Dei. A first task of the clergy of the Cathedral is to offer morning and evening prayer, not only on behalf of the Cathedral’s ministry but as intercession for the City and Diocese for it is in this prayer that our predecessors and now we ourselves bring to God the immediate needs of His world and call into the world the Grace of His Presence. This is not simply the task of a duty member of Chapter but is the task of the whole Chapter or such members of it as may be

present morning and evening. The offering of a morning Eucharist is likewise not simply for those who are present but on behalf of those who may not be there.

9. Choral Evensong. When the choir is in residence members of it are contributors to the ministry of worship and, again, the offering is not simply for those who choose to be present but is part of the ministry whether it is a bleak February evening and few are there or a summer evening when many are present.

10. Sunday worship. There are customarily four services on a Sunday, a said celebration at 8am, Choral Mattins at 10am and a Sung Eucharist at 11.15am. Choral evensong is at 3.30pm. The three choral services also include a sermon. Congregations include regular worshippers, visitors to Winchester, members of parish church congregations who come to share our worship and many who come quietly, not wanting to be cajoled into church membership but quietly finding their way into worship by joining one of these services. It is noticeable that some of those who come cautiously in this way and then with increased regularity either join the regular congregation or begin to find a home in their own parish churches. So there is some element of pre-evangelism about these occasions. The ministry of preaching is taken seriously by members of the Chapter, and comments by the congregation suggest that this is valued.

11. The occasions of the Christian Year. There is a notable increase in attendance of congregations for the great festivals of the Christian Year, particularly Easter and Christmas. It is also noticeable that some of the people present at those services have come from very much further afield drawn by the news that at Winchester they will find a rich choral tradition and a fine celebration of the festival in question. For some of these this will be one of their few contacts with the church during the year and it is of crucial importance that the service in which they participate will be one which will provide them with the sense of the glory of God and the possibility of prayer and worship which will encourage them further. While the figures for these services steadily increase, and indeed may be taken as evidence of a certain success for the Cathedral style of ministry, there is no way of quantifying the benefit which is actually received by taking part in our worship nor would we expect there to be.

12. The Cathedral is host to a number of diocesan wide services. Obvious examples are the Maundy Thursday Service, the Ordinations, the Post Confirmation Eucharist and Children's' Services. While there is some eagerness for ordinations, for example, to take place in parish churches or in areas, the role of the Cathedral as host on such occasions underscores the fact that people are ordained and confirmed into the greater church and certainly into the greater church as represented by the Diocese and that the nature of the church as a whole is not only parochial, but also representative of the wider church. In much the same sense the Bishop is not simply a resource to be called into play by the parish as it needs him, but is in his work around the Diocese the representative of the church, one holy, catholic and apostolic.

13. Public and Civic Occasions. As a parish church may relate to its own locality the Cathedral, relating to City, County and Diocese has its links with the County Council (Hampshire County Council Service), the law officers (Law

Sunday), the mayor making in Winchester (Mayor's Sunday), and public occasions for specific organisations e.g. the scouts of the County etc.

14. The Cathedral is also naturally looked upon as the place for celebrations of the wider community and for its memorials. So for major occasions like the death of Princess Diana, the death of the Queen Mother, the Jubilee, VJ Day etc. the Cathedral is the place to which members and leaders of the wider community come for their celebration. That is also the case for memorial services, for leaders of our society as well as for many of its good servants, who are to be remembered by those amongst whom they have lived and served.

15. It is repeatedly the comment of those who are caught up into such worship that they do find they have been drawn into worship, that the words they did not have for themselves have been found for them and sent to their proper destination in the context of worship where they have found themselves deeply and profoundly engaged. The use of the resources of Cathedral worship for such occasions should not be underestimated in considering the outreach of the Cathedral to the wider community. There is no way of quantifying the benefits of this pattern of worship. Too much or too little may easily be claimed for it. But people of a living faith will know how the experience of their lives may be caught into worship and transfigured by it and will not easily settle for a negative assessment.

16. The performance of appropriate music in worship is not only a ministry to those who attend. Those responsible for the provision of such music:

- Seek widely for potential musicians
- Offer a music, spiritual and personal education of the highest order which has benefits to the participants and their families which last a lifetime
- It was from a sense of the benefits of such an education rather than for political correctness that a girls' choir was created.
- The creation and support of a Christian school within the Close, offering the best of education to our Choristers (see latest Ofsted report) with choristerships and, where appropriate, supporting bursaries, must be recognised as an outstanding ministry to those young ministers, which we seek to make available to the widest constituency in our quest for boy and girl choristers.

## **THE MINISTRY OF EDUCATION**

### **Children's Education**

17. The service of the immediate community of the Cathedral and its outreach to the wider community are expressed in the work of its education programme. The children's education programme works in partnership with the Diocesan Education Department to provide four special days for children in the top form at church primary schools and two further days for children from county schools. In addition some 20,100 children came last year on school visits. The ministry may be summarised as follows:

- Four church school days, two county school days

- 20,100 children on school visits
- Inset training for teachers
- Holiday courses
- Further engagement with schools by hosting carol services including the Special Schools' Service and other projects is also involved.

18. Good relationships and some notable joint projects with the Diocesan, City and County Education Authorities have established a potential for further joint projects in the future. Access to City and County Education Networks has considerably improved, at no cost to the church, communication with schools. The hospitality of the Cathedral, and its potential for generating imaginative and curriculum friendly projects, is also valued by the education authorities. We are developing a creative partnership with the new Diocesan Director of Education as well as with City, County and local and church schools.

19. The programmes noted above clearly complement the experience many children have through church school teaching and local church. But it is also the case that children with no church background engage, may be for the first time, with this evidence of faith. They are encouraged to bring their parents back to show them what they have found here and anecdotal evidence is that many of them do so.

### **Adult Education**

20. The job description for the new Canon Pastor/Canon Missioner reflects the decision to revise and to develop the present provision for Adult Education. There is a strong hope that we will establish good and mutually supportive relationships with the Diocesan Department for Adult Education and Continuing Ministerial Education, as well as develop programmes of education that are ecumenical, participatory and practical in their outcomes. In this work the Canon Pastor/Missioner and one of our newly appointed Lay Canons will be working closely together, along with other partners, to raise the level of expectation about what the Cathedral can contribute to encouraging vocation, ministry and mission.

21. Areas of need: -

- Discipleship – to encourage and nurture the faith of those who go out from our churches to their own Mission and Ministry.
- Training for lay ministry – for the Cathedral but also for the parishes and in support of the parishes.
- Spirituality and personal development – drawing on resources, some of which are present exist but are not sufficiently being drawn upon e.g. on Ignatian/Benedictine and other spirituality and growth in prayer life.
- A focus for some key, current issues of national and international concern.
- Life long learning.

For whom are the courses? Certainly for people currently in our community, but also to parishes and to clergy throughout the Diocese. In addition, devotional tours of the Cathedral are available to parishes. Such tours often form part of a parish day or some spiritual development programme.

## **THE MINISTRY OF WELCOME**

22. The fifth aim under the current Mission Statement of the Cathedral talks of the need **'to welcome visitors as God's guests and assist their discovery of the**

**Cathedral and the faith which builds and adorns it'**. The Mission Statement itself talks of making the Cathedral not just accessible but more accessible. In practice this

means that we do more than open the door or put a few notices across the Outer Close to direct people to the Cathedral (as if they couldn't see it for themselves). There's a real need to reach out into the wider community to encourage people to come here to find what riches are to be found and touch on the possibility of faith.

23. The current marketing programme and the work of the Marketing Officer and Group Visits Officer is an important part in reaching out into the wider community. So is the work of the City Centre Partnership of which the Visitor Centre Manager is a member which secures, through the interest of the City Council, Chamber of Commerce and others, the kind of publicity we could not possibly afford to pay for but which reaches the wider public. In these ways and in conjunction with the Tourist Department of City and County there is active work to bring people to the Cathedral. But there's more to welcoming them to the Cathedral than simply encouraging them to come and leaving the door open.

24. The staff of the entrance desk, the team of welcomers, the carefully trained Guild of Guides, the people on the information desk, the Virgers and those in the Library and Triforium Gallery are there to assist visitors in their exploration of the Cathedral and their discovery of that consistent story of living faith which is evidenced within it and is still open to them in this day. This is essentially a time for recognising that people come from very different situations and very different backgrounds and with very different expectations and need to find this place of faith accessible to them, wherever they come from, in some personal way. The welcome they find, our guides and the signs which help them to find their way, are key aids.

25. This is a very sensitive but a very important ministry in which the church seeks to be accessible to people as and where they are. As with many children on school visits, this is for many of our visitors the first or one of the rare occasions on which they actually meet the Christian faith in some particular expression of it. The Benedictine tradition of making them welcome is an important part of making them feel at ease and open to what they find. In this connection it is of value that what was once seen as the commercial wing of the Cathedral, (the Refectory and the Shop) are now understood as the Visitors Centre and expressing those standards of hospitality and good quality at a reasonable price which the houses of the Benedictine Order regarded so highly. The training of guides, the briefing of sidesmen and stewards and others who serve in the ministry of welcome is fundamental to this ministry. Those who support the ministry of welcome come within the ambit of either the Canon Pastor/Missioner or of the Receiver General. These two Chapter members work together so that there is a coordinated approach to visitors and a consistent expectation of those who serve them. There is also a need to enhance the

Cathedral's provision of educational interpretation for visitors of its cultural and spiritual life.

### **A MINISTRY OF GOOD HOUSEKEEPING**

26. In a parish church the cost of ministry and church fabric fall in large part to the congregation, with such help as they may receive from the Diocese, from other parishioners or grant making trusts. Apart from the help from willing members of the community, the Friends of the Cathedral and the mandatory payment by the Church Commissioners of the Dean's stipend and those of the two Canons in the full time employment of the Cathedral, the costs of operating and maintaining the Cathedral and its ministry must be raised through the revenue earning potential of the Cathedral itself and all proposals for extending its ministry funded from the same source. Oversight of budgeting and expenditure, the formulation of a five-year plan, the formulation of a ten-year conservation programme, and the monitoring of these year on year is an essential part of the corporate work of the Chapter which is brought to it by the ministry of those engaged in this particular work, as is the co-ordination of the work of the Chapter and those executive responsibilities delegated by the Dean.

27. On behalf of the Chapter this ministry is led by the Receiver General, in part as Receiver General and in part as Canon Treasurer. The Accounts Department, the Administrative Officer and the other members of the Cathedral Administration are the team that services this particular ministry, and it is important that this is recognised as fundamental to all the other ministries of the Cathedral. Those who serve in this ministry are essential partners to all other ministries, for without resource there would be no ministry.

28. The fund raising aspect of Cathedral finances also comes within this department. The capital invested in Cathedral Enterprises (the Visitors' Centre) generates its revenue as a result of providing good service. The Development Officer and the Marketing Officer are also concerned to maximize the number of visitors and the revenue from visitors and to seek funds from other sources. They will also act in support of e.g. the Education Department in its quest for funding from other sources.

### **MINISTRY OF GOOD CITIZENSHIP**

29. Among its ministries the Chapter owes a duty of good citizenship to the City.

- £10.1 million is the benefit to the locality from tourism resulting from the Cathedral, according to the English Heritage Report commissioned from ECOTEC.
- There are employment consequences of the tourism business.
- The Chamber of Commerce and the City Centre Traders regard us as partners with them.

- The Close is a thoroughfare, a place of recreation for visitors and residents and the Cathedral in its place in the City gives character to the City Centre and is hospitable e.g. to the French Market, the Hat Fair and other local events which naturally find a place here.
- The Cathedral is a place of cultural activity, most notably in accommodating the concerts of the Bournemouth Symphony Orchestra and others and local choral societies amongst others, and providing lunchtime music. The concert stewards and programme sellers make a significant contribution to this work.
- The Cathedral is a partner in legislation designed to make the City Centre an agreeable place for recreation and a safe place for residents.

30. Key contributors to this area of the Cathedral's work are, the Receiver General, the Administrator, the Manager of the Visitors Centre, and the Marketing Officer. The Cathedral also works in close co-operation with the City Planning Department in planning for the future development of the Close to ensure that this development is to the benefit of the City and within its planning intentions.

### **THE MINISTRY OF CARE FOR THE CATHEDRAL AND ITS CONSERVATION**

31. One of the six Aims within the Chapter's Mission Statement is '**To care for the Cathedral as evidence of that historic and living faith, and its precinct as its appropriate environment**'. Included within this are:

- Care of the fabric and good housekeeping (care in good time averts crisis later and saves resource).
- The Cathedral is designated a top priority in the Nation's Heritage and needs to be maintained at that standard; there is public interest in seeing that this is done.
- The stages of the Cathedral's life and development are not simply the drift and deposit of former years but the evidence of a living faith in the layered history of succeeding times and a living Cathedral in our own time.
- It is of further benefit to the Cathedral that its ministries and ministers include our own Craftsmen and Works staff, responsible to the Chapter through the Receiver General as Canon Treasurer. The high standard of their work is a house style in which we all take pride. A Stonemason who is literally in touch with the work of his predecessor shares that experience within the Cathedral Community rather than offloading it at the end of the day in a contractors yard somewhere else.
- The Works and Maintenance team ensure Health and Safety regulations are observed and the safety of people visiting the Cathedral or using its precincts are protected.

### **A PASTORAL MINISTRY**

32. The pastoral needs of the established members of our congregation, of our occasional members, of 808 volunteers and 85 staff and over 300,000 visitors are way beyond such ministry as the Cathedral can offer.

- Formal provision takes the form of:
  - Visitors' Chaplains
  - A part time Pastoral Assistant
  - A Canon Pastor
  - The Dean
  - The duty Canon in Residence
  - Chapter members in response to such needs of staff, volunteers and visitors as may come to their attention. A monthly meeting of clergy with the pastoral assistant is of some assistance in sharing information.
  
- Informally:
  - some members of staff e.g. virgers have shown a pastoral capacity recognised by others and to which they respond.
  - the network of volunteers and staff also include many who make a valued contribution in caring for each other. There is in truth a need for us to continue to develop as a pastoral community.
  - Chapter is also aware that many who belong to our community are also members of a parish community and we are repeatedly aware that a parish is providing support which we should not attempt to duplicate.
  - Chapter is also aware of the need to acknowledge, support and encourage provision made by non parochial organisations e.g. The Trinity Centre, the Night Shelter, the City centre Chaplaincy, Samaritans, Relate, etc. We could usefully be more clearly aware of the boundaries to what we can do and the time to refer any in need to specific agencies for help.

### **A MINISTRY OF MINISTRIES**

33. The sixth aim under our Mission Statement that we seek **'to be a community in which all share a ministry and each values the other's part in it'**. It will be seen that the ministry of the Cathedral incorporates a range of ministries that involves some 808 volunteers and some 85 full time staff. The activities and the contributions they make are very varied. Some are involved in several activities, others in one or another. So the Cathedral could be seen as an employer with an aggregate of different tasks allocated to separate groups of people. It is nonetheless the case that they belong together within the total Mission and Ministry. Within the Mission and Ministry of the Cathedral, as defined by Chapter under the leadership of the Dean, these different activities cohere. Heads of Departments and Volunteer Section Heads have delegated tasks of leadership in their own areas of work. But the responsibility that is delegated is not abdicated by Chapter; and those to whom the task of leadership has been delegated should expect the attention of Chapter to their advice and the support of the Chapter for what they and their staff and volunteers do in its name.

## CONCLUSIONS

34. The above represents a summary of the Ministry and Ministries of the Cathedral as they are at present. But there is always the need to make the Cathedral and its ministry more accessible: a living faith and a living ministry are always in process of development as the love of God reaches out to the changing world in which we live. We owe it to God, to those we seek to serve and those who serve with us to be continually open to this calling in the rich variety of ways that calling comes to us. There are no laurels for reclining.

**Michael Till**  
**The Dean**

**22 July 2005**

Appendices (the following have already been circulated):

Appendix I – The Order of Precedence in the Cathedral Church

Appendix II – The place of Dean and Canons and others in the Cathedral

Appendix III – A permanent liturgical calendar

Appendix IV – The pattern of services at present celebrated in Winchester Cathedral