



The Parish of Great St Bartholomew

MISSION ACTION PLAN

2016-2021

1. INTRODUCTION

1.1 The Parish of Great Saint Bartholomew came into existence on 1 June 2015, the result of a Pastoral Scheme of the Church Commissioners that merged the former parishes of Saint Bartholomew the Great (SBG) and Saint Bartholomew the Less (SBL). The two parishes were themselves the result of the 16th century dissolution of the monasteries, following which the two churches became parish churches for the residents of Bartholomew Close and of the Hospital respectively. The parish boundaries of both were changed in the 1950s such that SBG included most of the former parish of St Botolph, Aldersgate and SBL's boundaries encompassed all the hospital buildings, while cleverly leaving Butchers' Hall, surrounded by hospital buildings, in SBG. Before the dissolution, SBG was a house of Augustinian canons regular and SBL was the main chapel of Saint Bartholomew's Hospital (SBH), formerly dedicated to the Holy Cross. Hospital and Priory were founded in 1123 by Prior Rahere, a member of the household of King Henry I, following a pilgrimage to Rome during which he made a vow to build a hospital for poor folk in the City of London and received a vision of the Apostle Bartholomew charging him to build a church in a suburb of London (i.e. outside the city walls) called Smoothfield (now Smithfield).

1.2 The nature of the parish. The Priory Church is the parish church of the new parish and SBL is now called 'the Hospital Church of Saint Bartholomew the Less'. The patrons are the Dean and Chapter of Westminster, who have given an undertaken to consult the former patrons of SBL, The Voluntary Board of St Bartholomew's Hospital, when making

any future appointment of a rector. The new parish, which is in the City and Diocese of London, and the City Deanery, borders Saint-Sepulchre-without-Newgate (which includes Giltspur Street, West Smithfield and Smithfield Market) to the west, Saint James, Clerkenwell to the north, the extra-parochial areas of Charterhouse and the Liberty and Lordship of Glasshouse Yard, also to the north, Saint Giles, Cripplegate and Saint Vedast, Foster Lane, to the east, and Saint Bride's, Fleet Street, to the south, and it contains the Guild Church of Saint Botolph, Aldersgate. Although there are no churches of other denominations within the parish (nor other faith communities), the Guild Church is used by the Free Church of Scotland for Sunday services (and by St Helen's, Bishopsgate, for weekday services and talks) and the Roman Catholic chaplain to the Hospital celebrates Mass at SBL. Parts of the parish are in the Ward of Aldersgate; the Priory Church is in Farringdon Within and the Hospital Church is in Farringdon Without. The 2011 census indicated that the residential population of the parish is only 100. The parish includes a number of major City firms, but there is little obvious connection between offices in Newgate Street and the churches in Smithfield. Redevelopment of former hospital buildings (the Helical Bar development) will provide 236 more apartments, some of them overlooking the cloister garth, together with office and retail space. To the north of SBG, in Long Lane, there will be the Farringdon East exit of the new Crossrail station. The new parish, therefore, contains two historic churches, a small but growing residential community, and a hospital (in its final phase of redevelopment), together with office buildings, for large and small businesses, some retail, the halls of five livery companies (Butchers, Founders, Farmers & Fletchers, Information Technologists) and a significant number of pubs, bars, cafés, and restaurants.

1.3 The Priory Church of St Bartholomew the Great (SBG) is a defining factor within the local area of Smithfield EC1, a focus for visitors and tourists, a major historic building, a centre of musical excellence, as well as a robust Eucharistic community standing in the catholic tradition of Anglicanism. It is also “the Church” for a significant number of individuals, families and organisations (St Bartholomew's Hospital, livery companies, veterans, charities, etc.). It means many things to many people and in addition to those who come for liturgy, prayer and the sacraments, there are the regular patrons of the Cloister Café, and those who come to see where films and television programmes have been made. It is a film and photography location, a performance space, and a concert hall. It is also a large elderly building lacking many of the facilities needed to expand its activities and in near constant need of maintenance and repair.

1.4. The Hospital Church of St Bartholomew the Less (SBL) standing on the northern margins of the Hospital site (the new hospital building being on the south side of the Square) continues to be loved by those who knew it as an active parish church and hospital chapel and to be well-used for private prayer, some weekday services and the Parish's Family Eucharist. It is also an appropriate place, with its excellent organ, for celebrating the Solemn Eucharist in summer and on Sundays after major feasts (Low Sunday and Christmas 1). It has great potential, especially in its proximity to the Maggie's Centre at SBH, but its current configuration with two banks of pews in the centre and no private office or vestry (and no toilets nearby) will need to be addressed in order to make it fit for a new role appropriate to the Hospital's new specialist functions.

1.5. From the buildings to the Parish. The previous Mission Action Plan was focused almost entirely on what happened inside SBG, especially worship, music, fabric, tourism and education. There were limited opportunities for extending witness and ministry to the farthest reaches of the then-existing parish which were extremely remote from Cloth Fair. The new Parish, larger but more compact (parts of the parish of SBG in Bartholomew Close were actually separated from the Priory Church by the parish of SBL), offers a number of new possibilities, with new partnerships. One important partnership, of mutual benefit, will be with the hospital chaplaincy, and another will be with Maggie's. The emerging cultural hub, with the expected transfer of the Museum of London to the derelict General Market buildings on Farringdon Street, at the far western end of Smithfield Market, opens up possibilities in linking SBG with the Charterhouse, St John's Gate, and the Hospital Great Hall, museum and archives. We will also need to think more about the residential parish and the local businesses and how we make the Christian presence known. There are many opportunities before us that will require us to think and to work in different ways.

MAP 1: To witness to the Christian Faith in the Parish and the Hospital, in Smithfield and more widely in the City of London and beyond.

2. A FOUNDATION IN FAITH

2.1 The Church is the People of God, the Body of Christ, the Temple of the Holy Spirit. All those who are baptised and profess the Christian faith are called to make Jesus Christ known as Saviour and Lord, to be fellow workers with him in his renewing of the world, and to play their part in the worship and life of the Church. The church building is the House of God and the Church's House, a place where God wills to be found and to which

he draws near, set apart for worship, for corporate and private prayer, and for the celebration of the Sacraments. It is, first and foremost, a sacred place, a place in which to be in the presence of God. It is also the house of a community, a place of welcome, hospitality, fellowship and service, a place for education and growth.

2.2 We affirm the Priory Church of Saint Bartholomew the Great as a sacred place. ‘This Spiritual House’, Bartholomew told Rahere, according to *The Book of the Foundation*, ‘Almighty God shall inhabit, hallow and preserve unspotted for ever and ever and His eyes shall be open and His ears intending on this House night and day, that he who asks may have, he who seeks shall find and he who knocks may enter. For one who, being converted and penitent of his sin, in this place praying shall be heard in Heaven, or seeking, with a perfect heart, help from whatever tribulation, without doubt shall find it. To those who knock with pious longing at the door of the Spouse attending angels shall open the gates of Heaven taking up and offering to God the prayers and vows of a faithful people.’ It is therefore our duty and responsibility and our joy, as those to whom this building and its heritage are entrusted,

- to maintain, enhance and improve the fabric of the building
- to keep it as a dedicated place of prayer
- to offer within it worship that is acceptable to God
- to welcome visitors and to share with them our history and heritage
- to use such means as enable ‘the very stones’ to witness to the Christian faith, and
- to increase participation in the life of the Church both within the congregation and in local outreach.

2.3 We also affirm the Hospital Church of St Bartholomew the Less as a sacred place while seeing it more strongly as a place of service. Its main function is not fulfilled by liturgy or by focusing on its history and heritage but by it being a focus of Christian ministry to the sick, a place for prayer and intercession, providing a safe and welcoming space for hospital staff and patients, their families and friends, and as a resource for the chaplains.

We are therefore committed

- to improving the fabric of the building and equipping it for new purposes

- to using it as a focus for ministry to the sick, linked to SBH’s specialisms
- to strengthening its ministry of prayer and intercession
- to having it clearly linked to the Hospital’s current work and its heritage
- to working in partnership with the Hospital Chaplains

MAP 2: To develop the facilities and use of our buildings to serve Christ and the Church.

3. A COMMUNITY OF WORSHIP

3.1 Worship is at the heart of the life of the Priory Church. It is worship of a quite specific and perhaps uncommon form, with an emphasis on traditional, formal choral liturgy that reflects our catholic and reformed inheritance and celebrates the full cycle of the Church’s year. The Word of God is central to our worship. We are committed to intelligent preaching that expounds the faith revealed in Holy Scripture and set forth in the creeds but does not eschew the use of reason and critical faculties. Our ceremonial is complex and impressive and, like our music, it draws upon the rich resources of the Latin and Anglican heritage together with some aspects of Orthodoxy, especially the use of icons. Liturgical historian Robert Taft wrote that ‘the aesthetics of a religion cannot be communicated by words. Rite is action and the Christian liturgy is an action in which the whole community takes part’. Of the Byzantine rite he said something which also applies to SBG: the aesthetic impact of the ceremonial is of fundamental importance. Our worship is offered by a community of clergy and laity, including the invaluable ministry of our professional musicians. The licensed assistant ministers and serving team—MCs, thurifers, crucifers, acolytes—are essential to our liturgy. For the continuation of our rite, therefore, we must continue to recruit servers who value our approach to the liturgy.

MAP 3: To continue to provide opportunities for worship to the highest possible standards according to the Use of the Priory Church as set out in our current liturgical books and ceremonial.

MAP 4: To renew the serving team to ensure the continuation and future development of our distinctive rite.

3.2 Saint Bartholomew the Great is a sacramental Church where the Eucharist is central and Eucharistic adoration is promoted through the

service of Benediction. Baptism of children, preceded by a baptism preparation class for parents, is administered regularly both as part of the Sunday Eucharistic celebration and at other times of day. Unbaptised and unconfirmed adults are encouraged to receive these sacraments and courses of preparation are provided for them. The sick are visited and receive anointing as necessary but we believe that Saint Bartholomew the Less should be a centre for pastoral care of and support for the sick, especially for those with cancer. Clergy are available to hear confessions and to give spiritual counsel, and there are quiet days in Advent and Lent. There are many celebrations of Holy Matrimony and wedding blessings in any year and we offer evenings in which groups of couples can explore the meaning of marriage.

MAP 5: To promote the sacramental life through dignified celebration of the sacraments and to encourage participation in and understanding of the liturgy and the sacraments

MAP 6: To increase the provision of ministry to and support for those who are sick, working with the Hospital and the Chaplaincy including making Saint Bartholomew the Less a centre for pastoral care and support

3.3 There has been a marked reduction in recent years in the number of people who receive communion. It may be that fewer people are confirmed, and hence able to receive, or that there is no real understanding of the need, as a Christian within a Eucharistic community, to receive communion regularly.

MAP 7: Through preaching, teaching and literature to encourage frequent and regular reception of Holy Communion

3.3 We introduced a weekly Family Eucharist at SBL which has grown significantly, though numbers are much reduced in half-term holidays. Although it provides a way to open the Eucharistic mystery to children, much of what we do is not fully child-centred. As SBL is now within the greater parish, there can be some non-Eucharistic services with more activities for children. We must, however, give further attention to the needs of children, young people and families who worship at both SBG and SBL, including providing for junior confirmation preparation.

MAP 8: To enhance further our provision for children and families and to provide for the confirmation of junior candidates

3.4 Weekday celebrations of the Holy Communion are sparsely attended but obviously continue to meet a need for a very small number of people. The 12.30 celebration at SBG on Tuesdays was discontinued many years ago as a result of staff shortages. It would take much planning and greater resources to reinstate it. There may be possibilities of reinstating weekday celebrations at SBL in partnership with the Chaplaincy. The Ash Wednesday evening Eucharist is well-attended, as are the liturgies of the Triduum, but there is no evidence of a desire for more or more varied weekday services.

MAP 9: To continue to monitor our weekday services and to respond to any perceived need for further or different services.

3.5 Our Sunday worship is not just Eucharistic and sacramental. Evening Prayer (Evensong) is sung on nearly every Sunday of the year, with Solemn Latin Vespers at Easter, and Advent, Epiphany and Christmas carol services in season. There are a variety of services provided for livery companies and other bodies throughout the year and a super-abundance of carol services. We see that SBG has a particular draw at Christmas and our German and American carol services have been well-received. We will continue to increase our provision of specially themed carol services, and other activities and events, to appeal to and attract diverse audiences.

MAP 10: To become the ‘Christmas church’ of choice for people drawn from many religious and cultural traditions.

3.6 At SBG in particular the church-building provides the setting and context of our worship; it is enhanced by vestments, vessels, and furnishings appropriate to the dignity of the services. We acknowledge a responsibility to add to these from time to time and to care for those that we have. In recent years we have bought new frontals and copes, commissioned a new silver thurible, introduced icons, and provided a chest for the storage of frontals. The need for better storage for our silver and our vestments has been noted for action within the Great Project. Like ordinary clothes, vestments wear and age, and the ‘best’ can begin to look tatty. We have not bought any vestments for a long time, but we could certainly do with a new gold High Mass set and a new wedding cope.

MAP 11: To purchase appropriate items for the sanctuary and vestments when possible and to make good use of what we have.

MAP 12: To care for the vestments, vessels and furnishings of the two churches

4. The Ministry, Ordained and Lay

4.1 The Rector occupies a key leadership role at GSB. Continuity in ministry for over twenty years has provided a safe space in which to be creative. Continuity and creativity have gone together and we recognise a need to set out in a parish profile, what we expect now and will expect in the future, from our Rector. It is not possible for one priest to provide for our full range of services. A variety of clergy, male and female, have worked with the Rector in recent years and these too have made a valuable contribution to our life. We believe that a collegiate approach to ministry is beneficial to the life of the Church and the well-being of the clergy. The Parish has also encouraged and supported a number of candidates for ordination and wishes to continue to do this.

MAP 13: To develop a parish profile that expresses our understanding of present and future ministry and to revise it at regular intervals

MAP 14: To encourage a diversity of clergy to work collegially with the Rector and to provide appropriate support for them

MAP 15: To encourage and promote vocations to ordained and lay ministry

4.2 We have achieved an initial agreement that the historic title ‘Hospitaller’ can be retained for use by the Church rather than the Chaplaincy. Funding has been secured for a half-time post (for five years) for a priest who will be capable of developing the ministry at SBL, while participating in the whole life of the Parish. It will be necessary to provide further funding if (a) it is to be a full-time post and (b) it is to continue beyond 2021.

MAP 16: To appoint a suitably qualified priest as the Hospitaller and to secure additional funding for the post

4.3 The role of lay people in welcoming, reading, serving and leading the intercessions, in leadership and governance, is essential to our sense of being a believing community. There are many ways in which lay people can contribute and we want to increase the possibilities for service. The 2013 Electoral Roll renewal form included a ‘volunteer form’ but through a variety of circumstances we missed the opportunity to renew the idea of

“Great Volunteers” — people who give their time and talents to the Church, contribute to its life and build its community. It is a matter that the PCC should address.

MAP 17: To encourage the ministry of lay people within the services of the Church and in the leadership and oversight of the Parish

MAP 18: To enable lay people to find appropriate forms of service both within the Church and in the wider community

5. The Great Project

5.1 The Parochial Church Council looks on the Priory Church of St Bartholomew the Great as a major asset rather than as a liability. It is the PCC’s intention to ensure the building is fit for purpose and to establish a firm financial basis for its future restoration, maintenance and development. As we noted above, the building, though primarily a sacred space, actually performs a number of functions being, to some, an historic building rather than a sacred building, a museum and gallery, a film set and location, a concert hall, and a place for entertainment, refreshment and hospitality.

5.2 We remain committed to maintaining, enhancing and improving the fabric of our Grade I listed building. To this end we have created and are beginning to implement the Great Project, a series of developments and interventions that will provide necessary and sustainable facilities for the church and increase the opportunities to engage with a wider community. The recommendations of the 2013 Quinquennial Report, prepared by our inspecting architect, will be addressed as part of the Great Project.

5.3 The Great Project emerged from the previous MAP 27, namely a commitment ‘To engage actively with possibilities for the creation of a complex of facilities to serve the church’s mission’. The Church has a new Crossrail station being built on one side and a complete redevelopment of the hospital buildings of the Close on the other side. Historically, the Priory Church, as its title suggests, did not exist in isolation but as one part of the complex of monastic buildings on the site. It is the right time to address the Church’s needs and to provide a new and more tightly integrated complex of buildings and facilities. The main purposes of the Great Project can be summarised in a few points:

- Provision of better facilities for the communities we serve, including those who live and work around us, visitors, worshippers, musicians and staff.
- The opening up of hitherto closed parts of the complex together with effective use of all parts of the site.
- Effective and engaging presentation of our heritage and history to a wider audience.
- Increased opportunities for partnership and participation.

5.4 The Great Project includes (in no particular order) a new organ, an improved visitor entrance with a shop, a renewed heating system, more and better toilet facilities, improved landscaping and access to our open spaces, new offices, appropriate storage for silver and vestments, a treasury in which we can display objects of interest currently locked away, presentation of the history of our local community (and not just the Church), the opening up of Church House, a columbarium and garden of remembrance, a library and a music room. The new facilities will be used to increase engagement, with many more individuals and groups being able to access the building, and with many events and activities able to take place simultaneously.

5.5 Much of the detail of the Great Project is set out in the Feasibility Study prepared by Howarth Tompkins Architects.

MAP 19: To make the Great Project a reality during the term of this Mission Action Plan, i.e. by 2021.

MAP 20: To work actively with the Heritage Trust, the American Friends, and other partners to achieve MAP 19.

5.6 2023 will be the 900th Anniversary of the founding of both the Priory and the Hospital. We expect the hospital redevelopment and the Great Project to have been achieved by then. We think that this anniversary should be appropriately celebrated by Priory and Hospital together in a way that celebrates our history and moves us forward into our tenth century of operation.

MAP 21: To work with Barts Health Trust, Barts Health Charity, and other partners to develop plans for the celebration of the 900th Anniversary of our Foundations

6. Music

6.1 Music is an important part of the life of SGB, particularly but not only in worship. We have had three Directors of Music since 1996; both David Trendell and Nigel Short made significant contributions to our musical and liturgical life, and the current Director and Organist, Rupert Gough, is also committed to musical excellence *in worship*. We are fully committed to our professional musicians (director of music and organist, assistant organists, and choir) and to maintaining musical excellence. We also have greater ambitions for music outside of the liturgy and will seek ways to make SGB known for its music. We believe that non-professionals should also be given the opportunity to sing during worship and have supported the creation of the Rahere Singers and their participation in services several times a year.

MAP 22: To maintain a professional choir committed to excellence in worship and to continue to provide opportunities for non-professionals to sing in a voluntary choir.

MAP 23: To develop a plan for liturgical and non-liturgical music at SBG, including teaching, workshops, recitals and concerts

6.2 The provision of a new pipe organ for the church is central to the Great Project and our future plans for music and we expect to commission and install it within the life of this plan, i.e. by 2021.

MAP 24: To provide a new organ for the church, specifically a Schoenstein Symphonic Organ

7. An Inclusive Church

7.1 We believe that our community should accept others as they are and not direct them towards a pre-determined model. While we are committed to Christian faith as the Church of England has received it, we accept that there will be a wide range of beliefs and attitudes towards which we wish to hold a liberal approach. The notice on the parish board expresses the inclusive nature of our Church:

All who seek God are welcome here. All who would know Christ and receive the gift of his grace are welcome here. All who wish to partake of the sacrament, the sign and pledge of Christ's love, are welcome to receive it, irrespective of the rules laid down by other parts of the Christian Church. Jesus bids you welcome and we will not turn you away. There is no discrimination here on the basis of

gender or race or age or sexual orientation or social class. The net is cast into the sea of humanity to gather all for Christ.

Our sidesmen, doorkeepers and vergers will continue to exercise an active ministry of welcome to visitors. We do, however, expect respect for our church, our beliefs and our liturgy, from those who come to the church or attend its services, and we added a line to the notice to express this.

MAP 25: To provide further training for sidesmen, doorkeepers and vergers, including how to deal with difficult or disruptive people

7.2 Homeless people and residents of nearby hostels are frequently to be found in the churchyard, and some drink, and even fight, there. Some people urinate or defecate at places within the curtilage, sometimes in front of our doors. There are attempts, sometimes successful, to rob the collection boxes at both churches. Clergy, staff and laity feel uncertain about how to respond to these matters and this is something we should address.

MAP 26: To explore, with external assistance if necessary, the issues raised in 7.2, and to formulate appropriate policies and procedures

7.3 Both our churches may be said to be accessible, though this may not be immediately apparent at SBL where step-free access is via a door at the east end rather than via the main west door. A new sound system installed during Autumn 2015 has made a huge difference to audibility and provides a T-loop. The sound system at SBL needs modernising. A further disability audit may reveal areas for action and improvement.

MAP 27: To commission an access and disability survey of both churches (and implement any recommended actions) so as to be able to promote them as inclusive and accessible churches

6.4 The disabled toilet in West Smithfield has been closed along with the public conveniences, and there is currently no such facility, except within the Hospital. In the absence of public toilets and during big services, e.g. carol services, SBG can feel like ‘a toilet with a church attached’. This causes considerable inconvenience to sidesmen and servers, and to clergy and choir.

MAP 28: To seek cost-effective solutions to the shortage of accessible toilets in West Smithfield

8. A Parish Church in the Diocese and in the City

8.1 We acknowledge our place within the Diocese and the City Deanery. We have been pleased to welcome the Diocesan Bishop on a number of occasions and to have supported some deanery and diocesan events. We look forward to working with the new Archdeacon of London.

8.2 We have previously expressed a commitment to paying our specified contribution to the diocesan Common Fund which meets, among other things, the cost of clergy stipends, training, pensions and housing. As our costs have grown and our income decreased, we have not succeeded in doing this or our declared ambition, in the previous MAP, of supporting other less fortunate parishes, in the catholic tradition, when that is possible. The PCC's Finance Committee (created in 2015) is already looking at ways to ensure that we can meet this commitment, enabling us to reaffirm our previous intention:

MAP 29: To pay our Parish Share in full within the year and to assist other parishes as we are able

8.3 SBG has a long history of engagement with the City of London Corporation and the Livery. For thirty years, from the 1880s, the Deputy of the Ward of Farringdon Without was a Churchwarden of S. Bartholomew the Great at a time when the whole parish was in that Ward. As already noted, the new parish is in three wards, Aldersgate, Farringdon Within and Farringdon Without. The Alderman of Farringdon Within, Vincent Keaveny, is a great supporter of SBG (which is within his Ward), always reads at a carol service and is particularly interested in the 900th Anniversary commemoration. There are currently two Common Councilmen on PCC and at least one Alderman and one CC live in the Parish. A number of liverymen are involved in the life of the Parish and a Past Master Butcher is currently a Churchwarden. Nevertheless, there can be a tendency to see City and Livery as 'them' (for whom we provide services) rather than 'us' and we need to explore ways of engaging more effectively with these significant stakeholders.

MAP 30: To explore ways of cooperating actively with the City Corporation and the local livery companies
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8.4 In particular, we should look at how we can make a contribution the themes of the City's community strategy, namely

- **A Clean, Pleasant and Attractive City**
The City of London will be a clean, pleasant, healthy, attractive and sustainable environment for present and future generations.
- **A Safer City**
The City of London will remain a safe environment for all.
- **A Vibrant and Culturally Rich City**
The City will be a dynamic and culturally rich environment, offering an enhanced range of arts, culture and leisure opportunities for its workers, residents and visitors.
- **An Inclusive and Outward Looking City**
The City of London will be fully accessible for everyone, in particular those who are currently excluded, and will contribute to local, regional and national prosperity

MAP 31: To engage with the community strategy of the City of London

8.5 The reduction of the on-site Anglican component of the Hospital Chaplaincy, the changed status of SBL, engagement with the Governors of the Voluntary Hospital, and the role played by the Rector and SBG in Hospital View Day, the St Luke side Service, and the Barts Health Carol Service, has increased the role of the Parish and its churches in relation to the Hospital and Trust. These developments are to be welcomed but they also place greater demands on Clergy and PCC to maintain a Christian, and specifically Anglican, presence and influence, and we need greater clarity about the role and its potential.

MAP 32: To review our engagement with the Hospital relevant stakeholders and develop our relations with SBH and its component bodies

9. An outward looking Church

9.1 The focus of our life as a Christian community is the Eucharistic Christ present with his people. We come from many places to be present together at the altar and those who come to Saint Bartholomew's are so diverse that we have not found the need to seek out further partners for conversation. The dispersed nature of our faith community (e.g. a preponderance of people from N or NW postcodes on Christmas morning) creates its own difficulties.

9.2 Pastoral care of a dispersed community is a difficult question. If we think, for example, the example of the seriously ill, then some 'disappear'

when taken away by their families who do not inform us, some receive ministry from us and some from other clergy in hospital or nursing home right to the end, and some are simply out of reach (e.g. one who died abroad in 2015). Even visiting parishioners, normally practice in residential parishes, is difficult here. Some approach — an agreed standard of care — agreed by the PCC would be helpful to clergy and laity alike.

MAP 33: The PCC to agree an appropriate level of pastoral care for members of the Parish who are dispersed across London and across the world.

9.3 There are no other churches or faith communities in the parish or in the near vicinity. In consequence, we have done nothing deliberate about ecumenism locally or about contact with other religions. Much of the contact that we have is accidental but nonetheless valuable.

MAP 34: To consider what steps might be taken to promote ecumenical and inter-faith understanding and co-operation

9.4 We still do not give very much away. As a net receiver of grants and donations of many sorts and with pressing financial needs, we have not felt able to give to others directly, though we have promoted giving by our congregations to Lent appeals, to work in Israel/Palestine and to disaster relief of various sorts. We should again review our policy on giving to missions and charities.

MAP 35: To reconsider our policy on giving to missions and charities

9.5 The Parish Pilgrimage to Jerusalem and Galilee in 2014 was a significant event, engaging actual and virtual pilgrims and uniting a significant number of people in a common endeavour. As Prior Rahere's vow and vision were a consequence of his pilgrimage to Rome, so pilgrimage should become part of our community life. If it is not possible to arrange a viable further pilgrimage to Jerusalem, other destinations should be considered, e.g. Rome.

MAP 36: To make regular pilgrimage part of parish life

10. Communication

10.1 Marketing was a key theme in the last MAP and it was the part of the policy that we pursued with the greatest vigour. We saw the need for a

modernised website, an ebulletin, and the use of social media. We have made great advances and the Church's 'virtual community' is large, though it could be still larger and more engaged. We have marketed the Church effectively but marketing is never done once and for all and so we carry an objective over from the previous plan:

MAP 37: To review and improve all our means of communication, including the website and social media

10.2 Our neighbours, business, livery and residential, will be very important to us during the Great Project. We need them to understand what it is that we are trying to achieve. We need to be receptive to their observations, suggestions and objections. Our consultations need to be genuine.

MAP 38: To communicate effectively with our neighbours.

11 How will the MAP be implemented?

11.1 It will be supplemented by implementation plans setting out the steps to be taken to fulfil each of the MAP objectives, including a financial plan.

11.2 It will be reviewed at least twice a year at PCC and/or Standing Committee.

11.3 It will be communicated to staff and will form the basis of their own objectives and appraisals.

11.4 It will inform the approach to ministry of the Rector and other clergy.

11.5 The objectives will be fully reviewed and revised as necessary at the end of the third year of the Plan.

The MAP objectives

MAP 1: To witness to the Christian Faith in the Parish and the Hospital, in Smithfield and more widely in the City of London and beyond.

MAP 2: To develop the facilities and use of our buildings to serve Christ and the Church.

MAP 3: To continue to provide opportunities for worship to the highest possible standards according to the Use of the Priory Church as set out in our current liturgical books and ceremonial.

MAP 4: To renew the serving team to ensure the continuation and future development of our distinctive rite.

MAP 5: To promote the sacramental life through dignified celebration of the sacraments and to encourage participation in and understanding of the liturgy and the sacraments

MAP 6: To increase the provision of ministry to and support for those who are sick, working with the Hospital and the Chaplaincy including making Saint Bartholomew the Less a centre for pastoral care and support

MAP 7: Through preaching, teaching and literature to encourage frequent and regular reception of Holy Communion

MAP 8: To enhance further our provision for children and families and to provide for the confirmation of junior candidates

MAP 9: To continue to monitor our weekday services and to respond to any perceived need for further or different services.

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MAP 12: To care for the vestments, vessels and furnishings of the two churches

MAP 13: To develop a parish profile that expresses our understanding of present and future ministry and to revise it at regular intervals

MAP 14: To encourage a diversity of clergy to work collegially with the Rector and to provide appropriate support for them

MAP 15: To encourage and promote vocations to ordained and lay ministry

MAP 16: To appoint a suitably qualified priest as the Hospitaller and to secure additional funding for the post

MAP 17: To encourage the ministry of lay people within the services of the Church and in the leadership and oversight of the Parish

MAP 18: To enable lay people to find appropriate forms of service both within the Church and in the wider community

MAP 19: To make the Great Project a reality during the term of this Mission Action Plan, i.e. by 2021.

MAP 20: To work actively with the Heritage Trust, the American Friends, and other partners to achieve MAP 19.

MAP 21: To work with Barts Health Trust, Barts Health Charity, and other partners to develop plans for the celebration of the 900th Anniversary of our Foundations

MAP 22: To maintain a professional choir committed to excellence in worship and to continue to provide opportunities for non-professionals to sing in a voluntary choir.

MAP 23: To develop a plan for liturgical and non-liturgical music at SBG, including teaching, workshops, recitals and concerts

MAP 24: To provide a new organ for the church, specifically a Schoenstein Symphonic Organ

MAP 25: To provide further training for sidesmen, doorkeepers and vergers, including how to deal with difficult or disruptive people

MAP 26: To explore, with external assistance if necessary, the issues raised in 6.2, and to formulate appropriate policies and procedures

MAP 27: To commission an access and disability survey of both churches (and implement any recommended actions) so as to be able to promote them as inclusive and accessible churches

MAP 28: To seek cost-effective solutions to the shortage of accessible toilets in West Smithfield

MAP 29: To pay our Parish Share in full within the year and to assist other parishes as we are able

MAP 30: To explore ways of cooperating actively with the City Corporation and the local livery companies

MAP 31: To engage with the community strategy of the City of London

MAP 32: To review our engagement with the Hospital relevant stakeholders and develop our relations with SBH and its component bodies

MAP 33: The PCC to agree an appropriate level of pastoral care for members of the Parish who are dispersed across London and across the world.

MAP 34: To consider what steps might be taken to promote ecumenical and inter-faith understanding and co-operation

MAP 35: To reconsider our policy on giving to missions and charities

MAP 36: To make regular pilgrimage part of parish life

MAP 37: To review and improve all our means of communication, including the website

MAP 38: To communicate effectively with our neighbours.

Consultees

The Draft MAP will be available in both churches and on the Website. Church staff will also be invited to comment.

The Bishop of London
The Archdeacon of London
The Dean and Chapter of Westminster (Patrons)

Martin Sargeant, Archdeaconry Office
The Area Dean, City Deanery
The Lay Chairman, City Deanery Synod

St Bartholomew the Great Heritage Trust (Chairman)
League of St Bartholomew's Nurses

The Alderman of Farringdon Within
The Alderman of Farringdon Without
The Town Clerk, City of London

Barts Health NHS Trust (Chairman & Chief Executive)
Barts Charity
Governors of the Voluntary Hospital (Sir Marcus Setchell)
The Hospital Chaplains

The Worshipful Company of Butchers
The Worshipful Company of Fletchers
The Worshipful Company of Farmers
The Worshipful Company of Founders
The Worshipful Company of Information Technologists
The Worshipful Company of Tax Advisers
The Worshipful Company of Hackney Carriage Drivers
The Worshipful Company of Haberdashers

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