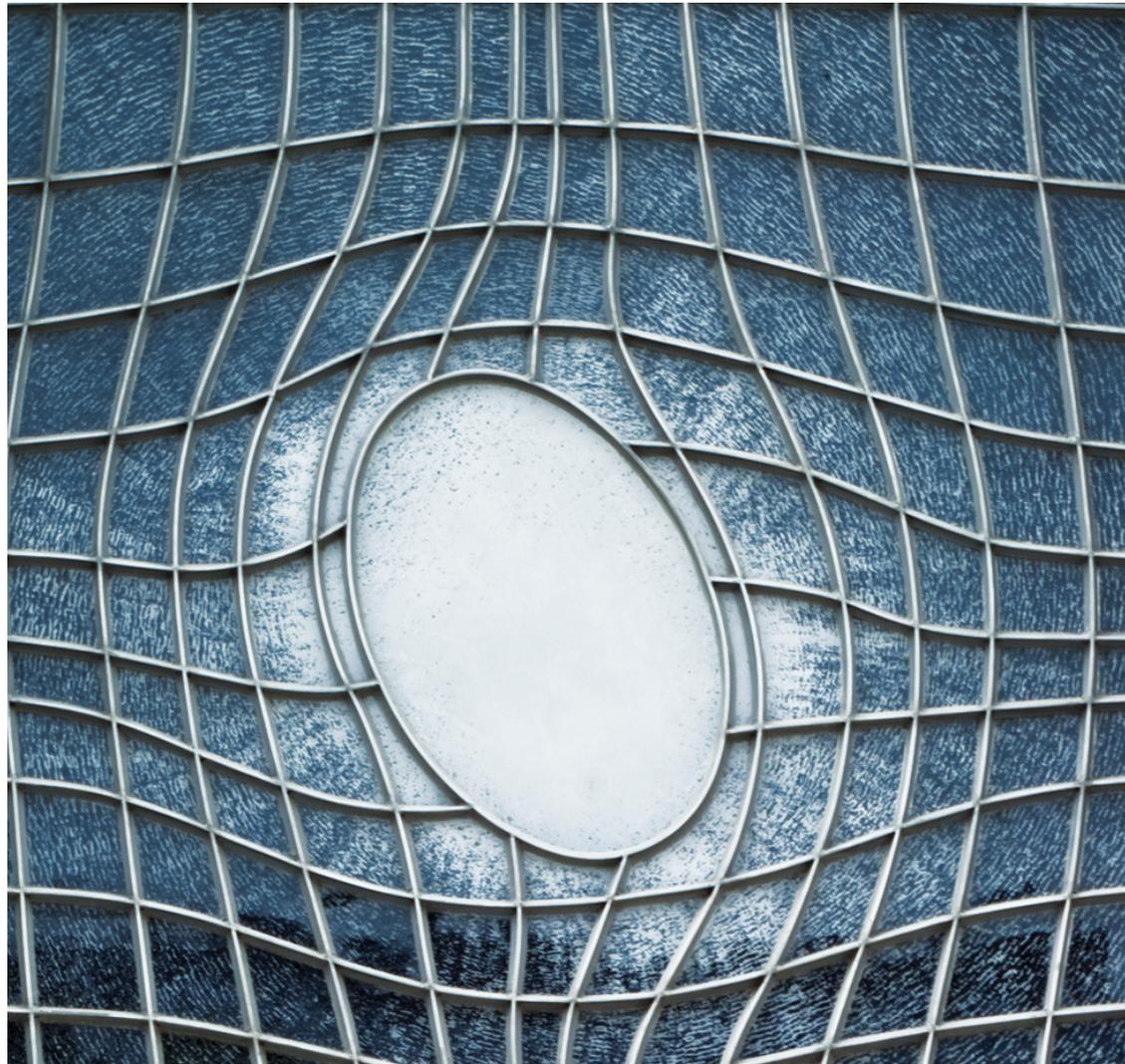




# At the heart. On the edge.

## St Martin-in-the-Fields Action Plan 2016-2018

Our vision is **At the heart. On the edge.** We seek to realise this vision by deepening and broadening our programmes, incubating new projects, and becoming an exemplary organisation.



God of hope, in Jesus you made heaven visible to earth and earth visible to heaven: make St Martin's a community at the heart of your kingdom alongside those on the edge of society, that each day we may seek your glory, and embody your grace; through Christ our Lord. *Amen.*

1.

## Deepening and broadening our programmes

St Martin-in-the-Fields is a nationally-and internationally-recognised institution rooted in a vibrant congregational life. We seek to become more than the sum of our parts by enhancing the already lively cross-fertilisation within our organisation and allowing existing programmes to develop new expressions. We seek to renew our congregational life, extend our commercial services, stretch our musical imagination, develop our ministry, make our methods more widely available, and model a distinctive social vision.



Since 2014 we have:

- **Fostered a flourishing and permeable core community** through establishing Wednesday-night Bread for the World worship services
- **Enriched the choral dimensions of our worship** through expanding our liturgical team, establishing the Children's Voices, and beginning Lighten our Darkness and Compline services
- **Extended our ministry to those outside the benefits system** by building up the weekly Sunday International Group to a regular 45 guests
- **Developed a distinctive strand of ticketed classical concerts** by offering 35 Sound of St Martin's Concerts annually and establishing the St Martin's Chorus
- **Enhanced whole-site festivals** by coordinating the liturgical, commercial, and artistic potential of major seasons and events
- **Developed signal events around inclusion** by initiating work on issues relating to dementia while continuing our work in relation to disability, LGBT and mental health

All these initiatives have now become part of regular pattern of life at St Martin's. **The following projects are growing beyond our original expectations. Thus from 2016 we shall continue to:**

- **Offer administrative services to other organisations** by looking to share our estates management and HR services in pro bono and commercial ways
- **Develop a global web ministry** by exploring the full potential of broadcasting, webcasting, podcasting and social media and refreshing the St Martin's website
- **Broaden the impact of work with those with no recourse to public funds (NRPF)** by partnering with other churches and organisations to establish NRPF 'guest' groups

In addition from 2016 we shall seek to:

- **Improve air quality around St Martin's** by engaging with local air-quality monitoring and improvement initiatives
- **Embody our commitment to access to work for all** by providing experience and employment for disabled and/or formerly homeless people

## 2.

# *Incubating new projects*

We seek to continue the longstanding St Martin's tradition of cultivating social ideas and new initiatives until they reach maturity. New projects arise from four sources: some arise from our location; others emerge out of our commitments; others again come from our existing partnerships and neighbours; and finally from our search for new partners. We don't pursue new projects for their own sake: we aim to participate in and encourage healthy conversations that lead to new initiatives.



Since 2014 we have:

- **Formed a partnership with St Stephen, Walbrook** with a full-time shared priest, shared events and services and administrative support
- **Developed a pilot partnership scheme** with cookies made in The Connection now on sale daily in our Café in the Crypt

Not all our projects have fulfilled expectations.

We have not succeeded in offering an annual prize for social entrepreneurship due to key partners losing enthusiasm for the project



From 2016 we shall seek to:

- **Develop a national network of thought-leaders, practitioners and academics** based on the 2000 homelessness support workers involved in the Vicar's Relief Fund
- **Develop a Heart-Edge Network** among churches drawn to our configuration of charity, commerce, culture and congregation



### 3. *Becoming an exemplary organisation*

Exemplary organisations have an admirable and inspiring ethos and embody it in everything they do. They seek to improve their performance through good governance. They value their people, communicate their purpose, embrace a range of partners, and share their wisdom. They thus engender engagement, participation, commitment, support, and imitation. We seek to become recognised as an exemplary organisation.



Since 2014 we have:

- **Established a simple and uniformly-adopted code of practice across all boards** by compiling a governance document with the family of St Martin's organisations
- **Worked towards making the wage policy a source of pride to the organisation, sustainability to the balance sheet and satisfaction to the staff** by taking a great leap forward in levels of pay offered to our lower-paid staff
- **Continue to work towards our aim of improved energy efficiency and improved sustainability**
- **Agreed a new vision statement** endorsed by the whole site
- **Successfully matched the Heritage Lottery £1m fund to establish our endowment** and reached £2m on the way to our £4.5m initial threshold

All of these initiatives are now embodied in our regular operations. From 2016 we shall continue to:

- **Introduce Fair Trade lines to our retail and food-service activity** as appropriate to ethos, quality, price, and customer demand
- **Move toward paying the London Living Wage** as commercial performance and organisational costs allow
- **Build our endowment toward our initial £4.5m threshold** by strengthening and supporting the work of the St Martin's Trust
- **Evolve hospitality to, and work on deeper partnership with, disabled people** by outlining and keeping ourselves accountable to an appropriate plan of work
- **Make active steps to renew congregational stewardship** by building on our annual stewardship campaign and Giving Sunday
- **Streamline our group and committee structure** to get the most from voluntary and professional gifts and contributions

*This whole-site action plan has been and will continue to be reviewed and updated by the PCC and the SMITFL Board, with progress monitored and new proposals assessed and brought forward by the SMAP steering committee.*