

CATHEDRAL PARISH of TOWNSVILLE

**St James Townsville
St Mark's Belgian Gardens
St Margaret's, Magnetic Island**

**STRATEGIC PLAN
2006 - 2011**

(Prepared September 2005 to July 2007)

TABLE OF CONTENTS

- 1. VISION AND MISSION STATEMENT**
- 1a TIME LINE**
- 2. STRENGTHS**
- 3 SPIRITUALITY**
- 4. BAPTISMS**
- 5. WEDDINGS**
- 6. FUNERALS**
- 7. PASTORAL CARE WELFARE/OUTREACH**
- 8. YOUTH/CHILDREN**
- 9. INDIGENOUS ISSUES**
- 10. OTHER PARISHES**
- 11. FINANCIAL POSITION and REPORTS**
- 12. PROPERTIES**
- 13. CULTURAL/CIVIC**
- 14. MUSIC**
- 15. MARKETING and PROMOTION**
- 16. OFFICE**
- 17. PARISH CONGREGATIONS a) St Margaret's b) St Mark's**
- 18. CLERGY AND LEADERSHIP TEAM**
- 19. PARISH COUNCIL**
- 20. ST JAMES CATHEDRAL CHAPTER**

1. VISION STATEMENT

Noting that our Cathedral Parish Mission is: “To proclaim God’s word and accept his challenge to live as a Christ-like Community”

We as the major centre in the Anglican Diocese of North Queensland, St James Cathedral, aim to:

- proclaim God's calling and invitation into the fullness of life which God offers through a living sacramental relationship with Jesus Christ
- welcome and nurture new believers
- develop the faith and leadership of parishioners to become a discipling congregation
- respond to human need by loving service
- transform unjust structures in society, promoting reconciliation, justice and peace

It will achieve this Vision:

- for the Parish by:
 - * becoming a place of excellence in liturgy, innovation and music;
 - * participation in parish and regional programmes;
 - * equipping its members to teach and share their faith;
 - * linking into pastoral care networks;
- for the Diocese and Wider Community by:
 - * recognising the place of the Cathedral within the Diocese and Community;
 - * opening the Cathedral to Community use;

1a. TIME LINE

- 2008** Fulfilling Worship and Nurture for Christians in the Twenty-first Century
- Life-giving engagement through baptismal event
- Modern communication tools assist visitors to find places of worship
- Parish administration moves into modern era
- Sacristan with verger team enables Cathedral to be available for the public
- 2009** A first step on the journey of marriage for life
- Pushers and Prams grows and expands
- Choir performances leave listeners rapt
- Leadership Team expanded to engage the future
- 2010** Partnership with parish supports expansion in Anglicare work in Community
- Central Region ministry teams come together as mission work expands
- 2011** Spiritual nourishment and challenge through Baptism

2. STRENGTHS

Strengths:

- St James Parish has a core of dedicated people.
- Cursillo, Study Group, Parish Prayer Group, Contemplative Prayer Group
- Marriage preparation
- Casserole Bank
- The Mission to Seafarers, Pastoral Care Network (Clergy plus unstructured visiting and care)
- Anglican Visitor

3. SPIRITUALITY

.a Times of Services

	<u>St James</u>	<u>St Mark's</u>	<u>St Margaret's</u>
Sunday	7.00am Eucharist 9.00am Eucharist 6.00pm Evensong (first Sunday of month)	7.30am Sunday Eucharist	4.45pm Saturday Eucharist
	<u>St James</u>	<u>St Mark's</u>	<u>St Margaret's</u>
Tuesday	5.30pm Evening Prayer	MU Services and occasional services	Occasional services
Wednesday	5.30pm Eucharist		
Thursday	7.30am Morning Prayer		
Friday	9.00am Eucharist		

The Cathedral is open for private prayer and meditation from 8.30am to 12.00pm Tuesday to Sunday when staff available. Weddings, Funerals, Confessions and Spiritual Direction are by appointment.

1) Spirituality

What: Reassess Service times and worship format within Parish

Why: To make best use of resources

Where: At all worship centres

Who: Priest in Charge, Bishop and Church Wardens

When: A new schedule to be in place by end of 2008

Education

- Formation of Adults for Baptism, Confirmation or Reaffirmation of their Faith.
- Lenten Study Groups, Cursillo, MU-Australia, Choral Training
- Sunday School – development of Sunday School by mail
- Marriage Preparation Course

2) Education.

- a) Lenten Study Groups, Cursillo, Sunday School, MU and Choral Training to continue in present form and structure.
- b) Marriage Preparation – see Number 5. Marriages
- c) Baptism Preparation – see Number 4. Baptisms

4. BAPTISMS

All inquiries for Baptism come through the Cathedral Office Secretary. It is ascertained as to whether they are able to fit with our policy for baptism which includes preparation at a group evening or on an individual family basis when appropriate. It may be that after preparation, the couple may be inclined to believe it would be more appropriate for them and their child to have a "Service of Thanksgiving for Childbirth" in which the child can be named, but not at this stage baptized. All Baptisms within the Cathedral Parish will normally take place in the context of the main Sunday Eucharist on the first Sunday of the month.

3) Baptism.

a) Baptism Preparation:

What: Increase support and involvement in preparation programme by a group of trained parishioners who would then help family and friends through the process of baptism

Why: To reduce chances of burnout of current leadership and to supply personal for succession and continuation of any programme begun.

Where: Within Central region of Diocese or as an individual parish in combination with one of our neighbours.

Who: With the input of the Diocesan Ministry Officer a selected team from within the Parish

When: An extended programme to be in place by end of 2011

b) Baptism Service:

What: Develop a user friendly service of baptism to follow an appropriate training programme which may be stand alone on the first Sunday at 9.00am

Why: To encourage families seeking spiritual nourishment by making the entry through baptism a positive experience leading to future growth in faith

Where: Within Central region of Diocese

Who: Priest in Charge in consultation with Bishop and a selected Liturgical team

When: An appropriate service to be in place by end of 2008

5. MARRIAGES

A booklet explaining the procedures for Marriage at St James has been published and is available from the Parish Office when attending the Marriage Information Evening. At St James' it is required that the couple attend a Pre Marriage Course in line with Government requirements. Our parish offers a course that is conducted by the Cathedral Pre-marriage Team.

4) Marriage Preparation:

What: Increase support and trained leadership numbers and encourage growth

Why: To reduce chances of burnout of current leadership and to supply personal for succession and continuation

Where: Within Central region of Diocese

Who: With the assistance of the Diocesan Ministry Officer a selected team with widened numbers

When: An extended programme to be in place by end of 2009

6. FUNERALS

It is preferred that Christian Funerals are held in St James Cathedral and the Parish is encouraged to inform people of this All funerals should be arranged in the first instance through the Cathedral Office, or if closed, through the Dean or senior priest in charge of the Cathedral at that time. If the family do not wish to take the option of using St James Cathedral then the clergyperson will be available to conduct the service at the Funeral Directors Chapel or at the Crematorium.

5) Funerals.

Procedures and process of Funerals to continue as currently practiced.

7. PASTORAL WELFARE/OUTREACH

- .a The Parish has a major commitment to the operation of the autonomous station of The Mission to Seafarers at the Port of Townsville which is connected to the world wide network of the Mission. This commitment will continue as currently practiced. The Mission to Seafarers, Townsville, has developed its own Strategic Plan which is available for perusal by any parishioner.
- .b The Parish Casserole Bank will continue to operate through the work of parishioners.
- .c Home Communion and Nursing Home visits will continue to be undertaken by Clergy and Parishioners.

6) Pastoral Welfare/Outreach

Pastoral Welfare/Outreach to continue as currently practiced

Anglicare Support:

What: Increase involvement and support with Anglicare in current projects in Townsville

Why: To support and publicise work of Anglicare with young people and build a relationship that enables participation in outreach work

Where: Within Parish and Region

Who: A relationship built through Parish Council and Anglicare local team

When: To have a programme of involvement and support to be in place by end of 2010

8. YOUTH/CHILDREN

- The Parish will continue to access youth and children's programmes when required
- The group which was begun in 2006 called Pushers and Prams continues to operate
- Sunday School will continue as Mail/Email Sunday School

7) Pushers and Prams:

What: Increase support from amongst interested parishioners in helping to run these events and encourage growth

Why: To reduce chances of burnout of current leadership and to supply personal for succession and continuation

Where: In and around local Parks

Who: Under the guidance of current Organisers a team to be built up to continue this programme

When: A more developed programme to be in place by end of 2009

9. INDIGENOUS ISSUES

The Parish acknowledges the significant contribution to the life of the Parish made by indigenous persons and will continue to seek cross-cultural inclusiveness within the life of the Parish.

The Parish supports the decision of the Diocesan Synod for appropriate recognition of indigenous cultures within St James Cathedral. The Cathedral is used by Indigenous people for such services as funerals, particularly the Torres Strait Island peoples.

8) Indigenous Issues.

Procedures and process of engaging with Indigenous issues to continue as currently practiced

10. OTHER PARISHES

The Cathedral Parish of St James continues to be part of the Regional consultations that seek to find ways of ministry commensurate with good stewardship of all our resources. The Cathedral Parish continues to offer hospitality for services at Diocesan occasions.

9) Regional Involvement:

What: Increase team work and the sharing of resources between ourselves and the Central region, particularly the parishes in Thuringowa and Townsville

- a) Issues of advertising through joint involvement in media and telecommunication use.
- b) Involvement in Baptism preparation
- c) Involvement in Marriage preparation
- d) In advocacy for such things as team ministry and wise use of resources within region

Why: To be good stewards of our resources and to support ongoing Mission and ministry in our region.

Where: In the Central Region of the Diocese

Who: Representatives in both Central Clergy Deanery and Regional Consultation Group

How: Engage on one to one basis or through leadership meetings, advocacy joint programmes

When: Baptism and Marriage see 4.& 5. Advertising services – jointly by end 2008
Team ministry - jointly by 2010 – depending on direction of Diocese plans

11. FINANCIAL POSITION and REPORTS

The Parish is running at a deficit and has been doing so for the last five years. It is only maintaining itself with the support through a donation that subsidises housing and other aspects of Stipend. Avenues are being explored continually to improve the economic position of the Parish. These include the following:

- increased emphasis on cultural activities at the Cathedral
- major fund raising activities
- encouragement to parishioners to increase their giving

10) Financials:

Procedures and process of engaging with financial issues to continue as currently practiced

12. PROPERTIES

The properties under the control of the Parish Council include:

- St Mark's church and hall, Bundock Street, Belgian Gardens ,St Margaret's church, Arcadia, Magnetic Island and The Deanery, Cleveland Terrace

Maintenance of properties under the control of the Cathedral Parish will continue to be done by assessment of our properties and managed in the context of Occupational Health and Safety issues, insurance requirements and financial constraints. The Parish will continue to be involved in ongoing discussions with the Diocese as to the possible proposed changes in the Cathedral Precinct. The Parish will continue to make representations to the Cathedral Chapter on the implementation of a Repairs and Maintenance Programme for St James Cathedral.

11) Properties:

Stewardship of properties will continue as currently practiced

13 CULTURAL/CIVIC

The Cathedral holds a place in the Civic life of Townsville/Thuringowa by maintaining a reputation as a centre for community liturgy, worship and music. This is for such events, as community disasters, national events, and local commemorations.

The Cathedral Parish continues to host appropriate Civic Services, Events and Concerts. We continue to promote the use of the Cathedral, for appropriate activities, so as to emphasise the importance of St James Cathedral in the life of Townsville/Thuringowa and North Queensland residents. There is splendid work done by a group of volunteers which has established a system to sell refreshments/cushion hire for whenever any cultural activities are conducted at the Cathedral.

11) Cultural/Civic:

Involvement and promotion of the Cathedral for Cultural and Civic activities will continue as currently practiced

14. MUSIC

The Cathedral over the years has continued to maintain its excellence in Organ, Choir, and Liturgy and Concerts. The Pipe organ continues to attract musicians from around the world.

12) Choir Membership:

What: Increase support for the Choir and the number of singers we are able to call on and to supply succession and continuation for the future of the Cathedral Choir.

Why: To reduce chances of burnout of current leadership and to supply personal for succession and continuation of the Cathedral Choir

Where: Cathedral

Who: Choir and Musical Directors with the support of a selected team

When: Have a programme to be in place by end of 2009

15. MARKETING and PROMOTION

The Cathedral Parish is marketed through, brochures in Tourist accommodation sites and when appropriate through local media. The Cathedral Calendar is currently sent to Parishes and other appropriate people in the region. The Anglican Visitor continues as one of the parish's main communication activities.

13) Marketing and Promotion:

Cathedral Website and Sunday Service List website for Region:

What: a) Create a Cathedral Website that is simple to use and control.

b) Create a Central region website with Sunday and mid-week service times

Why: Promote and inform about St James Cathedral and the Central Regions worship availability

Where: Cathedral Parish office

Who: Parish Office staff with assistance of Matthew Hodge and SSF brothers.

When: Have websites in place by end of 2008

16. OFFICE

The Parish employs an Office Administrator whose working hours are 8.30am to 12.00pm Monday to Friday. Services include:

- Computer operation, Filing and Photocopying, Answering telephones and Preparing rosters etc

14) Office:

Upgrade Computer and Copying Equipment:

What: Purchase new Hardware, Software for computer work and photocopying in parish

Why: Improve ability to efficiently and with excellence supply materials for parish information, worship and administration

Where: Cathedral Parish office

Who: Parish Office staff with assistance of Churchwardens and Priest in Charge

How: Get quotes for costs and apply to funding agencies to enable purchase of equipment

When: Have equipment in place by end of 2008

17. PARISH CONGREGATIONS

ST MARGARET'S - ARCADIA, MAGNETIC ISLAND

The Services on Magnetic Island are usually conducted for the parish by a local Non-Stipendiary clergy person. There is a weekly service and other services are held when the need arises. The Church is usually closed when services are not taking place. There are peak times of use which usually relate to holiday periods.

There is an Information Brochure for St Margaret's Arcadia and this is distributed to residents of Magnetic Island.

Also, appropriate news releases are made to the Magnetic Island newspaper.

ST MARKS' – BUNDOCK STREET, BELGIAN GARDENS

The St Marks congregation still worships at 7.30am on Sunday mornings and has an active MU group. The Congregational Hall is rented at times during the week. The congregation continues to meet after service for breakfast. The Cathedral continues to arrange leadership for St Mark's worship from a diminishing number of retired and regional clergy available to lead worship.

15) Parish Congregations:

- a) Procedures and process of engaging with wider parish issues to continue as currently practiced.
- b) Parish congregations to be encouraged to use Strategic Plan to develop local forms of ministry and mission that are appropriate, achievable and manageable or join the Cathedral congregation efforts.

18. CLERGY AND LEADERSHIP TEAM

The Cathedral Parish is staffed with both non-stipendiary and stipendiary clergy. The Cathedral Parish continues to fulfil its role in mission both within the parish, community and within the Diocese. This is currently undertaken by a team of retired clergy, non-stipendiary clergy and one stipendiary clergyperson. We continue to maintain a number of worship centres with limited resources. The Lay leadership continues to function well but with limited numbers. Members of the team, whether stipendiary or honorary, deacon or priest has specific duties and responsibilities within the Team.

The Clergy and leadership team of the Cathedral Parish:

- engage in the study of scripture and in the saying of the Offices of Morning and Evening Prayer
- read extensively in the areas of theology, spirituality and in personal interest
- attend the Clergy Conference and Retreat each year
- attend the Team Meetings and consult regularly with a Spiritual Director

16) Clergy and Leadership Team:

Leadership Discernment (Clergy and Lay Ministers/Eucharistic Assistants)

What: Seek and invite suitable people to accept training for these leadership roles

Why: Improve ability to efficiently and with excellence to continue ministry leadership within the Parish and to supply personal for succession and continuation

Where: Cathedral Parish

Who: Priest in Charge and Diocesan Ministry with Churchwardens and selection training team

How: Use of Diocesan procedures and training resources

When: To have selected people into the Discernment and training programme by the end of 2009

Verger:

What: Seek and invite suitable people to accept training to be trained and take up the roles that may be required of a Verger in St James Cathedral

Why: To improve the ability to efficiently set up and make available the Cathedral to Community and Civic groups this freeing up the Clergy for other duties. The team built would also seek to supply personal for succession and continuation

Where: Cathedral

Who: A selected team from within the Parish to have the training need from those with appropriate knowledge within the parish and region

When: To have selected team of people carrying out the duties of a Verger in relation to the Cathedral programme of use by the end of 2008

19. PARISH COUNCIL

The Parish Council meets on a monthly basis and is the advisory board of the Parish responsible for the advisement of policy and requirements to the Church Wardens and the incumbent. The Parish Council helps the Church Wardens and incumbent to carry out decisions and supervise the implementation of the policies and the Strategic Plan. The Parish Council can form sub-committees and volunteer groups to enable the implementation of the Strategic Plan.

17) Parish Council:

Parish Council will continue to operate as required under Diocesan Regulation

20. ST JAMES CATHEDRAL CHAPTER

The Chapter meets with the Bishop to advise on issues dealing with the maintenance and extension of the Cathedral building and surrounds. In 2002 the Conservation Plan was enacted and the Dean and with the support of Chapter and Diocesan Council, initiated the first stage of this conservation plan. The next stages of that plan are still being planned at present.

18) Chapter:

Cathedral Parish Council is to continue to feed into Chapter through its representatives on Chapter. At present these include the two Churchwardens, Acting Dean and one Canon. Chapter will take control of the fabric and fittings of the Cathedral and will consult on future developments.

STRATEGIC PLANNING REVIEW

The Parish Council receives reports and reviews the implementation of the Strategic Plan at its meetings and gives reports to the Parish at the AGM. The Strategic Plan is updated annually to take account of changing circumstances within the Parish, Chapter and Diocese. St James Cathedral Parish's responsibility is to proclaim the gospel and to act as a Parish and Civic Church and a Cathedral Church within the Diocese of North Queensland.