



CATHEDRAL
ISLE OF MAN

A Memorandum of Understanding

Community, Worship, Culture

Cathedral Isle of Man, a partnership of:

- St German's Cathedral *
- The Cathedral Quarter Trust (CQT)
- The St German's Cathedral Foundation for Music and the Arts (FMA)

Adopted
by ✓

* St German's Cathedral is legally a sub-Committee of the PCC of the Parish of the West Coast. It is hoped that under new governance arrangements a new 'Cathedral Chapter' will become the legal authority governing St German's Cathedral.

Date Last Reviewed: January 2020

Frequency of Review Recommended: Annually

A Memorandum of Understanding :

- It is a statement of serious intent, agreed voluntarily by equal partners of the commitment, resources, and other considerations that each of the parties will bring.
- It has moral force, but does not create legal obligations.
- Signing up to this MOU does not give anyone within the partnership the authority to make binding commitments on behalf of other partners.

This is a Memorandum of Understanding between:

- The Local Cathedral Council/Chapter of St German's (LCC/C) *
- The Cathedral Quarter Trust (CQT)
- The St German's Cathedral Foundation for Music and the Arts (FMA)

* This is the pattern currently adopted by what is legally a sub-Committee of the PCC of the Parish of the West Coast. It is hoped that under new governance arrangements the Chapter will be the legal Authority governing the Cathedral.

1. Partnership Aims

- To provide a framework for agreed operations
- To provide a document that can be shared with all stakeholders to give clarity about what the partnership involves, and how it contributes to the whole (Cathedral Isle of Man).
- To show clarity so that each of the partners is aware of its contribution to Cathedral Isle of Man for the benefit of the whole.
- To manage fundraising and development enabling complementarity for the benefit of Cathedral Isle of Man.

2. Partnership Objectives

The objectives of each group within Cathedral Isle of Man are indicated in the following documents:

- **Cathedral Strategic Plan** (Executive Summary of Progress in developing infrastructure) up-dated November 2019 for next 5 years (2020-2025)
- **Cathedral Strategy for Mission** (Executive Summary) up-dated November 2019 for next 5 years (2020-2025)
- **Cathedral Liturgy and Music Plan (2018 – 2023)**

combined in Departmental SMART plan which is updated annually but stems from the Cathedral's vision of: **Community, Worship, Culture.**

3. The Partnership provides:

- a tool for integrating the partnership into the strategy and ethos of Cathedral Isle of Man
an opportunity to build a shared responsibility for delivery of the strategic objectives of Cathedral Isle of Man
- an opportunity to evaluate the impact of the partnership and setting out clearly the achievements it hopes to realise
- an opportunity for peer review by the partners within Cathedral Isle of Man

4. Designated Partnership Leads

The designated partnership leads are agreed by each partner. At the meeting of partners there will be two representatives from each partner in addition the Dean and an external adviser agreed by the partnership. The two from each member of the partnership might be composed of one member from each of the Trustee bodies/Chapter and one executive member designated by the appropriate Trustee bodies/Chapter, though this will be left to each Trust body and the chapter to decide. However there must be a minimum of one Trustee per partner.

5. The responsibilities of the designated leads

The designated leads from each partner will:

- drive forward and ensure progress of partnership activities
- co-ordinate monitoring and report back to their governing boards (LCC/C, CQT, FMA) and staff teams as appropriate
- be responsible for ensuring the widest impact possible within the partnership and look for further opportunities for development
- provide an annual report for their area of responsibility. This document will serve each partners own reporting requirements.

6. The Terms of Reference

The Dean, an external appointee and two people designated from each of the three partners (LCC/Chapter, CQT, FMA) will meet under the chairmanship of the Dean, at least annually, to review:

- vision and mission
- delivery of plans
- exploring expanding opportunities
- to deal with issues or delivery concerns as they arise
- Audit and Risk
- Accounts

ADDENDA

This is an Addenda of the Memorandum and is revised from time to time by the three partners

Background: The development of the Cathedral

An operational Cathedral on the Isle of Man in historic terms is a young institution. It came into being as a necessity associated with the sale of Bishopscourt and its attached pro-Cathedral. In 1980 (with the sale of Bishopscourt) Kirk German parish church was consecrated as the Cathedral of the Diocese of Sodor and Man.

For almost 40 years the Cathedral has been slowly developing. In order that the Cathedral might gain momentum in developing as a contemporary Cathedral two Trusts were set up to assist the PCC (what is now The Local Cathedral Council/Chapter (LCC/C)) in its work. The brand name that unites the three organisations is Cathedral Isle of Man.

In broad terms the division of labour for the present is:

- **The Local Cathedral Council/Chapter (LCC/C)**
having the function of day to day running of the Cathedral, engaging with mission, congregations and encouraging engagement with the community.
- **The Cathedral Quarter Trust (CQT)** assisting with the development of the existing buildings and grounds, the renewal of the fabric and the development of further buildings and space to house Cathedral activities and assist with the Cathedral's mission.
- **St German's Cathedral Foundation for Music and the Arts (FMA)**
assisting with the development of Music and the Arts associated with the Cathedral with a primary focus on developing the Anglican Choral tradition, including associated musical instruments.

It is vital that these three organisations work together and if there are challenges, such as overlapping interest or conflict associated with, for example, finance, agreed timescales and remedial action is taken.

The memorandum affirms that this is a partnership of equals and has been put in place for the benefit of the whole and the three constituent parties.

The Memorandum of Understanding is reviewed by the Partners quinquennially as is the strategic plan, the mission plan and the liturgy and music plan.

Partnership Activities/Responsibilities

Below are indicated the main activities/responsibilities of each partner. The detail of what is agreed annually is to be found in the SMART Plans. Where pinch-points are exposed in the SMART Plan negotiation will need to take place to see how the mission can be shared and driven forward.

Trust	Activity/Responsibility
The Local Cathedral Council/Chapter of St German's (LCC/C)	<ul style="list-style-type: none"> • Normal operations at the Cathedral associated with being a parish church • Routine maintenance • Running costs associated with the Corrin Hall
The Cathedral Quarter Trust (CQT)	<ul style="list-style-type: none"> • Development of the Cathedral enabling it to meet its mission needs • Major maintenance projects
St German's Cathedral Foundation for Music and the Arts (FMA)	<ul style="list-style-type: none"> • The development of choirs and musicians • Musical outreach into schools • Maintenance and Development of Musical Instruments • Development of buildings required by the Music Department

Monitoring

Monitoring looks at accountability and performance against milestones. It is informed by data and information gathered in the day-to-day operation of the partnership.

This will be monitored by:

- The staff team weekly with officers who have responsibility for each of these areas.
- The Trusts (CQT and FMA) at their meetings
- The Local Cathedral Council/Chapter (LCC/C), The Wardens/Standing Committee and the Parochial Church Council of the Parish of the West Coast or their successor body.
- Through peer review undertaken informally by the partners and sharing appropriate information *

* see Peer meetings below

Impact evaluation

The SMART Plan is reviewed annually to assess 'Measurable' results i.e. the level of impact that has resulted from reaching agreed milestones in the plan. The headings of the SMART Plan are indicated below:

Specific	Measurable	How will it be Achieved	Realistic	Time based	Personnel

Area of Working associated with the Mission Statement

Community engagement flows from our worship

- with CQT developing and creating the infrastructure for outreach in the community,
- the FMA developing staff to actively engage in schools and in the community offering choral and musical support and
- the LCC/C providing the leadership for developing staff and engaging volunteers.

Worship is central to what the Cathedral does

- with the Anglican Choral Tradition being supported in its development by the FMA,
- the renewal of the Cathedral fabric being supported by CQT and
- worship being co-ordinated and experienced by clergy and congregation through the work of the LCC/C.

Culture and Heritage are key facets of all our work

- the CQT aims to enhance the historic fabric and enable it to meet the needs of our contemporary culture,
- the FMA immerses participants (Choirs and musicians) and congregations/audiences in music from the Anglican tradition and beyond from earliest times to the present day.
- The LCC/C enabling the Gospel to speak into contemporary society, both through embracing modern culture appropriately and by offering a conscious alternative.

Cathedral Mission Strategy (Key areas updated Nov 2019)

1. Renewing our Cathedral

The focus here is on creating new and growing congregations, attracting younger people and families and enabling all to deepen their Christian life.

Successes to date: In the period 2010-2018 Christmas Congregations are up 200%, Sunday attendance is up almost 30%. Children are almost 20% of the congregation up from 15% - 19%. (See Impact and Outcomes section)

Main Disappointments: Weddings and Baptisms are declining, though this may be temporary while the Cathedral is being developed and part of a larger parish with five churches.

2. Music and Education

The aim has been to develop choirs and music education programmes in partnership with schools and to have engagement with schools in connection with the Religious Education curriculum. In addition to create a learning 'hub' at the Cathedral as a resource both locally and diocesan wide.

Successes to date: Building Choirs (Schola, Young Song Men, Choristers and full choir now leading two/three choral services a week).

Main Disappointments: In the absence of a schools worker inability to develop curriculum visits to the Cathedral and delays in developing a learning hub. Not making the best connections with young families associated with Choristers.

3. Sustainability

The aim has been to create a sustainable Cathedral in terms of staffing and their well-being (paid and voluntary), finance and associated income generating streams, ecological - reducing carbon footprint while at the same time increasing footfall and biodiversity.

Successes to date: 90% of waste is managed on site and the Cathedral has attained an Eco Church silver Award

Main Disappointments: More environmentally sustainable heating of the Cathedral is not yet in place and the low level of income streams.

4. Visitor Experience

The aim is to enhance the visitor experience by opening up the Cathedral and its grounds in a gentle form of education about the Christian tradition and inspire people to change their perception that visitors might become pilgrims.

Successes to date: The gardens are proving to be a transformative experience for people and people welcome the exhibitions

Main Disappointments: The Cathedral lacks a sense of awe because of the clutter of pews and the space not being shown off to best advantage.

5. Supporting our Community

The aim is to serve our city and Island, not least the marginalised in ways that are practical as well as making people aware of the spiritual. The welcome aims to be inclusive

Successes to date: New services developed serving the marginalised (Credit Union, Foodbank and Big Table Café)

Main Disappointments: Lost opportunities of engagement at a spiritual level

Cathedral Infrastructure Development Plan:

1. Renewing our Cathedral

Broad Costs: Cathedral £2.3 million Cloister £2.25 million

The focus here is on providing the basic service required of any public building, toilet facilities, kitchen, servery, office space, staff accommodation, vestries, education space, meeting rooms, resource area, staff residential accommodation.

This work is overseen by the Cathedral Quarter Trust (CQT)

Successes to date: A servery has been created, new boilers have been installed, the Cathedral has been re-wired with a new lighting scheme. Residential accommodation has been gifted.

Main Disappointments: Awaiting various consents for re-ordering the interior of the Cathedral and unable to access High Net Worth Earners for funding for large projects such as the Cloister.

2. Music and Education:

Broad Costs: £720,000

This involves raising money to fund a Director of Music, an Organ Scholar, developing the pipe organ, developing the choirs and establishing and accommodation for Song School and staff. This area of work is looked after by 'The St German's Foundation for Music and the Arts' (FMA)

In terms of education developing a classroom space with the technological facilities associated with a classroom and funding for an education outreach worker

Successes to date:

Building Choirs (Schola, Young Song Men, Choristers and full choir now leading two/three choral services a week).

Main Disappointments:

The funding of the Director of Music and organ Scholar is hand to mouth and there is no educational worker in post.

3. Sustainability

Broad Costs: £2.6 million

The aim is to create two endowment funds: one that provides for the Director of Music (FMA) and a fund enabling maintenance of the Cathedral to take place CQT).

Successes to date: A limited amount of funding has been able to be put aside for the Director of Music's salary.

Two Trusts (The Kermode Trust * and the Cubbon Bequest ** are able to make donations annually towards the cost of the fabric of about £30,000p.a.)

Main Disappointments: No endowment funding is in place for the fabric of the Cathedral and only limited for the Director of Music.

* The Lilian Kermode Memorial Fund is Charity with £350,000 assets that has a wide brief in relationship to the Cathedral and has to dispose of the interest of the Trust annually. The Trustees are currently committed to assisting in refurbishing the interior of the Cathedral.

** The Cubbon Cathedral Trust is a Charity with £250,000 assets that has a brief to improve and maintain the Cathedral fabric, disposing of the interest of the Trust annually. The Trust is managed by the Cathedral Chapter who are currently committed to assisting in refurbishing the interior of the Cathedral.

4. Visitor Experience

Broad Costs: £450,000

This is about presenting the Cathedral building, its grounds, providing appropriate literature and ensuring good facilities for the visiting public, such as Café and toilets

This work is overseen by the Cathedral Quarter Trust (CQT)

Successes to date: The gardens are well on their way to seeing the main structure in place.

Main Disappointments: The Café has not yet been established and the gardens have been done piece-meal by volunteers and currently lack coherence

5. Supporting our Community

Broad Costs: £590,000

This is about developing the existing community hall for a continuing changing world and creating a new Lychgate/Bus Terminus.

This work is overseen by the Local Cathedral Council/Chapter a sub-committee of the PCC and The Cathedral Quarter Trust

Successes to date: various projects have begun at the Cathedral including the first Credit Union on the Isle of Man, an Island-wide Foodbank and Big Table Café (a lunch available to all on a Monday regardless of ability to pay), targeting the marginalised. Toddlers Group (the Caterpillar Club) and an Open Youth Club, some re-modelling and essential repairs of the Corrin Hall

Main Disappointments: The Corrin Hall is not fit for purpose and needs radical alteration of the fabric. The Lychgate/Bus Terminus is still a dream.