We are eager to proceed with these projects and are hoping to initiate them as funds become available from the work of the Trust and from additional St Martin-in-the-Fields Limited profits. The aspiration is to keep the PCC budget steady, and not put extra burdens upon it unless congregational giving increases sufficiently. This whole-site action plan has been and will continue to be reviewed and updated by the PCC, the St Martin-in-the-Fields Limited Board, and the Trust. Progress will be monitored, and new proposals assessed and brought forward, by the Finance and Fabric Committee and St Martin’s Action Plan Working Group.

Exemplary organisations have an admirable and inspiring ethos and embody it in everything they do. They monitor their performance through good governance. They cherish their people, communicate their purpose, embrace a range of partners, and share their wisdom. They thus attract engagement, participation, commitment, support, and imitation. We seek to become, and consequently be widely recognised as, such an organisation. In this season of our life that requires embracing, as a whole community, the parallel initiatives of raising funds to keep our buildings in prime condition, and seeking to increase our commercial income to bring greater stability to our finances and facilitate continued investment.

We seek to realise this vision by deepening and broadening our programmes, incubating new projects, and striving to become an exemplary organisation. In other words we want to keep doing good and creative things, to increase our influence on wider society and the church at large, and to make our own life a truer witness to our convictions.

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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

We want to become better at what we are already doing. St Martin-in-the-Fields is a nationally and internationally recognised blend of charity, culture, commerce and congregational life. We seek to become more than the sum of our parts by continuing to collaborate across our organisation and allowing existing programmes to develop new expressions.

From 2018-20 we shall seek to

- Enhance our autumn lecture series by turning it into a fully-fledged St Martin’s Forum by developing its digital, media and publishing platform and profile
- Grow the Nazareth community in extent and depth by adding numbers, developing the programme, and incubating satellites in other churches
- Develop music partnerships by growing the number of internationally recognised ensembles performing in our evening concerts
- Extend Great Sacred Music through additional events at St Martin’s and elsewhere, and extending its digital output
- Develop the St Martin’s Voices Fellowship programme alongside our choral scholarships as our flagship choral professional development programme
- Expand the Sound of St Martin’s Series by developing a new series of 20 in-house concerts per year
- Create a St Martin’s Instrumental Fellowship by developing a fellowship for ten performers to run alongside our Voices Fellowship programme
- Build a forum for youth music by establishing a new choral group for the 11-17 age group

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 some develop from our search for new partners. We don’t seek new projects for their own sake: we aim to participate in and encourage healthy conversations and to let new initiatives emerge creatively and organically from those conversations.

From 2018-20 we shall seek to

- Grow the HeartEdge movement from 35 to 150 churches and members committed to culture, commerce and charity in the context of congregational life
- Begin the Sheppard Scholars programme and widen it to ten participant churches building on the Pastoral Assistant scheme and enabling us to tie HeartEdge together
- Instigate a programme called With St Martin’s by extending our in-house music programme outside St Martin’s, partnering with key churches, organisations, networks and voluntary and professional music-making groups
- Develop potential for digital broadcasting by establishing permanent recording facilities on site