
Dean and Chapter of Rochester

Worship and Music Policy

WORSHIP

1. The Dean and Chapter will maintain a daily pattern of corporate prayer and worship, giving glory to God and holding before him the needs of the church and of the world, and in particular of the Diocese of Rochester.
2. The Residentiary Chapter will give expression to this primary purpose by regular and frequent participation in the pattern of corporate worship and by ensuring that neither the Cathedral diary nor their own diaries undermine that priority.
3. The heart of the Cathedral's communal life is the principal Eucharist on each Sunday and principal Holy Days. It should always express the very best liturgical practice, the distinctive Cathedral musical tradition, the active participation of the entire congregation, and an atmosphere of welcome and inclusion.
4. The daily offering of prayer and praise is focused in the daily celebration of Morning Prayer, the Eucharist and Evening Prayer. In addition to members of Chapter, on whom a particular obligation to share as fully as possible in this pattern of daily prayer is laid, there is always a welcome to all members of the Cathedral Foundation, the Bishop and his staff, the Chapter staff, the Diocesan staff, the staff and pupils of King's School, Rochester, to those on the Cathedral roll for whom the Cathedral is their spiritual home and habitual place of worship, and to visitors and pilgrims to share in this daily pattern.
5. The pattern of the Daily Liturgy will be
 - **Morning Prayer** (Common Worship)
at 8.00am on Monday, Tuesday, Wednesday, Thursday, Friday, Saturday
 - **Holy Communion**
at 8.30am on Monday (CW), Wednesday (CW), Friday (CW), Saturday (BCP)
at 1.00pm on Tuesday (CW) and Thursday (CW)
 - **Choral Evensong** (Book of Common Prayer)
at 5.30pm on Monday, Tuesday, Thursday and Friday in Choir Term
at 3.15pm on Saturday in Choir Term
 - **Evensong** (CW) (said)
at 5.30pm on Wednesday and in Choir Holidays
at 3.15pm on Saturday in Choir HolidaysOn Holy Days a **Sung Eucharist and Homily** will be sung at 5.30pm.
6. The pattern of the Sunday Liturgy will be

8.00am	Holy Communion (BCP)
9.45am	Choral Mattins (BCP)
10.30am	Sung Eucharist (CW) and Sermon [incorporating Junior Worship every 2 months]
3.15pm	Choral Evensong (BCP) and Sermon
6.00pm	Diocesan Services [as and when requested]
8.00pm	Taizé Prayer [1st Sunday of month]
7. The pattern of liturgy on Bank Holidays will be

9.10am	Morning Prayer (CW)
9.30am	Holy Communion (CW)
3.15pm	Evensong (CW) (said) or Choral Evensong (BCP) (sung by a Visiting Choir)

8. Sermons at the Sung Eucharist on Sunday mornings and on Holy Days will generally be preached by the Dean, Canons Residentiary, and Cathedral Reader to provide continuity of teaching for the Cathedral congregation. The Bishop will preach at the Sung Eucharist on three occasions in the year (normally at Christmas and Easter and on one other occasion). Honorary Canons and visiting preachers from outside the diocese will occasionally preach at the Sung Eucharist. Chapter will encourage a greater sense of collegiality and continuity of preaching among members of the Chapter at the Sung Eucharist, as far as is practical.
9. Sermons at Choral Evensong on Sundays will generally be preached by the Honorary Canons, at the invitation of the Dean. Members of Chapter will occasionally preach at Choral Evensong, especially during Lent.
10. The Cathedral is a focus for the Bishop's ministry, a resource to him and a place where prayer is offered for him. The Bishop's presence at Cathedral worship is always welcome and in the celebration of the sacraments he is the normative president, if he is present. Prayer is offered for him and for the Bishop Suffragan during Cathedral worship every day.
11. Worship in the Cathedral is offered by the whole people of God gathered on that occasion through song, prayer, silence, attentiveness, movement, colour, and the senses, open to the Spirit. Within that celebration of the entire community, there are particular roles for:
 - a) lay people as readers, servers, intercessors and communion assistants,
 - b) members of the choirs whose singing helps the entire congregation to reflect and to pray,
 - c) the ordained and lay ministers of the Cathedral Foundation who share in the leadership of worship.
12. Responsibility for the ordering of the Cathedral's liturgy lies with the Chapter. Proposals involving a change in this policy document or any other major liturgical change will not be made without agreement in the Chapter. The Chapter will not make substantial changes to the pattern or style of Sunday worship without consultation in the Cathedral Community Forum.
13. Day by day responsibility for the liturgy is delegated by the Chapter to the Precentor who acts on its behalf and consults on an annual basis through the Chapter. The funding of appropriate posts for the day to day administration of the Liturgy and Music Department is a responsibility the Chapter accepts. The present arrangements for the day to day administration of the department will be kept under review. The department will work together in Garth House in a way that allows an ethos of collaboration and mutual support to be developed.
14. The seasons and festivals of the Christian year, each with their distinctive liturgical emphasis, are celebrated according to the Common Worship calendar, supplemented by a number of local commemorations.
15. The statutory services will maintain a proper balance between the services of the Book of Common Prayer and the provision of Common Worship. Traditional and contemporary texts are used with sensitivity alongside one another.
16. In the planning of all episcopal services in the Cathedral at which the Bishop will preside and preach, the Chapter recognizes that the Bishop will normally expect a carefully-balanced blending of traditions and styles of liturgy and music within an ordered liturgy. Liaison with Bishopscourt will continue to be developed to enable stronger forward planning between the Bishop and the Cathedral.
17. All Cathedral special services, whether for diocesan groups or outside organisations, should draw on the unique opportunities offered by the Cathedral setting and ethos, on the riches of the Anglican liturgical and musical traditions, on the insights and treasures of other churches, and include new material in an open and creative way. The Cathedral will exemplify good liturgical practice, will be a pioneer in the development of fresh expressions of worship, and be a place of prayer and pilgrimage for the Diocese, the people of North and West Kent, the London Boroughs of Bromley and Bexley, and the National

Church at large. To ensure good liturgical practice, all draft orders of service will be prepared in consultation with the Precentor or another delegated member of Chapter. The Precentor will check and approve all final drafts on Chapter's behalf. There should be a link person from Chapter for every service and contact should be made as soon as the booking is accepted. The Chapter will ensure that those who plan and prepare acts of worship at the Cathedral know what resources are available at the Cathedral. Members of Chapter will facilitate and encourage a diversity of liturgical and musical styles to encourage a sense of belonging in those present from the diocese and wider community.

18. In the planning of special services, the Chapter recognises that each diocesan group or outside organisation has different needs and expectations, and accepts that, as far as possible, these should be met. A special service will normally include the following elements:
- a) an initial greeting, introduction and opening prayer spoken by the Dean or, in his absence, by the Canon in Residence;
 - b) the reading of the Christian scriptures;
 - c) a sermon or address by someone invited by the Dean;
 - d) a final blessing pronounced by the Bishop, Bishop Suffragan, Dean, or, in his absence, by the Canon in Residence.

The Precentor or his Assistant will help with the preparation and planning of all special services. Whenever appropriate, the presence of one of the Cathedral musicians and all or part of one of the Cathedral choirs will be encouraged.

19. Sensitivity in responding to non-Christian faiths and a willingness to use some of their texts or rituals is part of the Cathedral's duty of hospitality on certain occasions. Guidelines will be developed by the Dean with the Bishop on the hospitality that the Cathedral can offer to non-Christian faiths at public services in the Cathedral.
20. Gender inclusive language is employed in the liturgy in contemporary (but not the Book of Common Prayer) texts in line with the Common Worship provisions and those who preach and lead prayers will be expected to follow similar conventions. When hymns written after 1900 are reproduced, an inclusive language version is used, when possible. The New Revised Standard Version is normally used for the readings from scripture.
21. New seasonal material will be kept under review. New booklets for the Sung Eucharist and for Choral Evensong will be produced as necessary to incorporate new texts and exemplify good liturgical practice. Hymnals shall generally be discarded at the Eucharist. Hymns and songs with the melody line shall be reproduced in booklet form at all services other than Choral Evensong. The New English Hymnal should be retained and will be the Cathedral's standard hymn book for Choral Evensong in the Quire.
22. Children and young people, including the choristers, are seen as a vital part of the Cathedral worshipping community. Provision should be made for them in all acts of worship, through teaching specifically designed for them and through a sensitivity to their needs. Children will be prepared and admitted to Holy Communion before Confirmation in accordance with the guidelines authorised by the Bishop. Provision will also be made for the spiritual formation of the choristers.
23. Chapter is committed to incorporating a more child-inclusive form of worship into the pattern of the Cathedral's Sunday Eucharist, on a bi-monthly basis. A service of Junior Worship will be held every other month in the Crypt, as part of the normal children's activities.
24. Visitors and pilgrims are to be helped to have a good experience of Cathedral worship. Service books and papers should be user-friendly, words of greeting should be spoken at all services, and an atmosphere of welcome should exist before, during and after each service.
25. Every effort will be made to make worship accessible to people with disabilities. Adequate arrangements should be made for those in wheelchairs, large-print copies of services should always be available for the visually-impaired, the existence of the loop system advertised, and the consistent use of microphones maintained so that the system may operate throughout the Cathedral effectively.

26. A re-ordering of the nave, nave platform, and nave transepts will be undertaken to improve the use and flexibility of the Cathedral nave as both liturgical and performance space. The re-ordering will take account of the need to present the liturgy in a less hierarchical manner and to encourage a greater sense of participation by the whole people of God when they assemble for worship in the nave. The re-ordering shall take account of the need to provide better and more flexible seating, high-quality digital sound and loop system, the potential provision of LCD screens, the creation of a nave sanctuary, provision for instrumentalists, choirs, music and dance groups, the replacement of the font with the provision of a new baptistery, improved and better focussed lighting, and flexibility of liturgical furniture and staging.
 27. Members of the Cathedral roll unable to attend the Cathedral through illness or infirmity should be joined with Cathedral worship by sharing in Communion by extension in their homes through arrangements made through the Canon Pastor, by recording CDs of certain services, and by the development of the Cathedral website to make elements of the previous Sunday worship and teaching available to the housebound.
 28. Holy Baptism is normally celebrated six times a year in the liturgies on Sunday mornings on or near the Baptism of Christ, the Second Sunday of Easter, Trinity Sunday, the Sunday before Michaelmas Day, Christ the King, and at the Easter Liturgy. Holy Baptism is not administered (except in an emergency) during the seasons of Advent and Lent. At the discretion of the Canon Pastor it may be necessary occasionally to administer Holy Baptism at other times. On these occasions every effort should be made to ensure the presence of the Cathedral community in some form.
 29. Candidates for Confirmation or Reception into Communion with the Church of England, overseen by the Canon Pastor, are normally prepared for Confirmation or Reception at the Easter Liturgy.
 30. Marriages, Dedications after Civil Marriage, and Anniversaries of Marriage are celebrated in the Cathedral after due preparation overseen by the Canon Pastor. A template for preparation will be developed by the Canon Pastor.
 31. Funerals, Memorial Services and National Commemorations held in the Cathedral are overseen by the Canon Pastor. A template for the development of Pastoral Services in line with the Common Worship provision will be overseen by the Canon Pastor.
 32. The current literature provided to tourists and pilgrims to the Cathedral should be developed by the Canon Pastor to ensure that the Cathedral building is explored and interpreted as holy ground and sacred space where prayer is valid and to be encouraged.
 33. The Cathedral Customary should be reviewed, amended and updated.
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MUSIC

1. Music is the servant of the liturgy and an integral part of it. Music has a unique role in the offering of worship as a means to still the mind, uplift the heart and lead the worshipper to encounter the mystery that is God. It is also capable of challenging and directing.
2. The relationship of music to the liturgy and particularly the choice of repertoire should always be a key factor in the planning of worship.
3. The cornerstone of the Cathedral's worship is the Sunday Eucharist, which should always be led by one of the Cathedral choirs (or by a competent visiting choir), and the singing of Evensong.
4. When the Cathedral knows that there will be more visitors than normal, such as at festivals, a Cathedral or visiting choir will provide a sung service if one would not normally have been planned.

5. Other musical opportunities should not normally take precedence over the provision of music for the weekly Eucharist and regular Evensongs, which are the primary duty of the choirs and the choir trainers.
6. The musical repertoire of the choirs should be broad enough to enable the weekly pattern to be maintained and to be sensitive to the changing seasons of the Christian year and the provision of particular holy days, but narrow enough to ensure that the repertoire is well-known, sufficiently rehearsed and satisfactorily performed. Music for episcopal and diocesan services should utilise to good effect the distinctive resources of the Cathedral, but should also include material which encourages a sense of belonging in those present from the diocese and wider community.
7. Great care will be taken over the music chosen to support Cathedral worship, particularly at the Sung Eucharist. Whilst ensuring that the Cathedral choral tradition is maintained, shorter and more varied settings need to be added to the repertoire as well as music of a more responsorial nature that encourages greater participation in liturgical singing by the whole people of God. Planning meetings will be held at quarterly intervals between the Chapter and the Music Department to ensure that the music chosen to support the Cathedral's programme of services fully reflects the seasons and festivals of the Christian year and offers a variety of liturgical styles.
8. The presence of a Cathedral choir is desirable at special services in the Cathedral. The Chapter is committed to obtaining appropriate fees for the choir on such occasions, but reserves the right to request a Cathedral choir to sing on occasions for a special service at the same rate as for a statutory service.
9. The head of the Liturgy and Music Department is the Precentor. Day to day responsibility for the Music Department is in the hands of the Director of Music. The Director of Music will consult with the Precentor on a weekly basis and meet three times a year with the Chapter, on one of which occasions s/he will present a formal report on the year's activities. The Precentor will appraise the work of the Director of Music on an annual basis.
10. The Chapter is committed to funding the post of a full-time Director of Music. The Director of Music will have a major role in the administration and development of the Music Department. S/he will raise the profile of the Cathedral and its music in the community and be responsible for the creation of a community choir and the recruitment of choristers and adult singers. The post-holder will be a choral expert who is an experienced (and preferably qualified) educationalist committed to a child-centred approach. The post-holder will work collaboratively with the Chapter in the development and extension of the Cathedral's liturgical programme.
11. The Chapter is committed to funding the post of a full-time Assistant Director of Music. The Assistant Director of Music will be an organist, will provide adequate cover for the accompaniment of the choirs and the playing of services at the Cathedral, will be responsible for the training and administration of the Girls' Choir, and will assist the Director of Music in the administration and development of the Music Department.
12. The Chapter is committed to the provision of an Organ Scholarship to young organists of ability. Chapter will seek a joint appointment with King's School for suitable gap year students, as well as other possibilities.
13. The Chapter will seek additional and specific funding for the appointment of a Musician in Residence from time to time. The Musician in Residence will complement and extend the Cathedral's standard musical repertoire. The post-holder will have an aptitude for developing and introducing new expressions of liturgical music within the Cathedral and diocese that are unconventional and engage with popular culture and fresh expressions of worship. S/he will work within the Music Department under the supervision of the Director of Music. The appointment will usually be for a specified length of time, and may include secondments. The Chapter will consider appointments from overseas.

14. Brass, string and wind instrumentalists, key-board players and music groups, under the direction of the Director of Music, will be introduced occasionally to Cathedral services, especially at the Sung Eucharist.
15. The Chapter will make annual budgetary provision towards an accumulating fund for the long-term protection, preservation and restoration, when necessary, of the Cathedral Organ.
16. Chapter has developed clear guidelines and values to underpin the nature of choral development at the Cathedral:
 - **Quality** – we will retain and develop a high-calibre choral tradition as the core of the Cathedral’s music provision
 - **Inclusivity** – our aim, as far as possible, should be to make the Cathedral’s music and worship open and accessible to everybody, and a primary instrument of mission
 - **Community** – we want to extend the outreach elements of the music by increased community engagement
 - **Equality** – we will work towards parity and equality in our treatment of girls and boys
 - **Recruitment** – our aim is to recruit up to 18 choristers for each of the boys and girls choirs
 - **Repertoire** – we want to extend the musical repertoire, particularly at the Sung Eucharist
 - **Affordability** – we are committed to funding the choral tradition at an affordable level
17. There will be three Cathedral choirs:
 - a) A Boys’ Choir (aged 8-13 years)
 - b) A Girls’ Choir (aged 11-16 years)
 - c) A Voluntary Choir (aged 16 plus)
18. To achieve a sense of equality between boy and girl choristers Chapter will offer equal concessions to boys and girls according to the number of services they sing. From September 2008 the Chapter will award choristerships on an equal basis to a maximum of 18 boys and 18 girls.
19. Chapter will create educational bursaries for girl choristers in school years 7 to 9. Girls in school years 10 and 11 will receive direct payment for singing, to encourage their further musical development and to retain their services as other educational pressures increase.
20. Chapter recognises the significant difficulty in attracting boys to sing in Cathedral choirs, and as such will retain the historic connection with the King’s School by recruiting boy choristers from the school. The scholarships offered will be a fixed sum, no longer a percentage of fees. Chapter will review these arrangements with King’s School should the school have difficulty in recruiting eighteen boy choristers.
21. Chapter is keen for the girls to sing a higher ratio of services but will agree the practicality of this in consultation with choir parents.
22. The boy and girl choristers will be given a rich experience of the Cathedral choral repertoire and of the cycle of the Christian year. Admission to the Boys’ and Girls’ Choirs and therefore to the Foundation is by the Dean on the recommendation of the Director of Music.
23. Chapter will fund the provision of vocal coaching for the boy and girl choristers.
24. Chapter will seek to form a Cathedral Community Choir, comprised of Junior School age children, as part of a new outreach programme to encourage singing and musical development in the wider community. This choir will draw on the expertise and experience of the Cathedral’s musical tradition, sing a broad repertoire geared to engaging young people in music, and act as a recruiting ground for the Boys’ and Girls’ Choirs. It may give occasional public concerts and, from time to time, participate in Cathedral services.
25. The creation of a Community Choir and the recruitment of choristers will be a significant responsibility of the Director of Music who will develop an outreach programme for taking Cathedral music out into the community. This may involve the appointment of support staff (see 13 above).

26. Membership of the Voluntary Choir will be by audition and will be open to all, aged 16 or over, of musical ability. Girls leaving the Girls' Choir who are keen on continuing to sing at the Cathedral will be encouraged to join this choir. Members of this choir will be asked to re-audition every three years, up to the age of 65 when auditions will become annual. The Voluntary Choir shall retain its own director, who shall be a member of the Music Department and be remunerated for his/her position. The Chapter will provide robes for choir members, but will not offer members of this choir any financial assistance. A transparent system of governance and financial reporting will be formalised for the Voluntary Choir.
27. Chapter is committed to fund three choral scholarships (alto, tenor, bass) from September 2008, offering free accommodation and a scholarship to the value of £3,000, which can cover the cost of an annual rail card, in order to encourage young professional singers to locate in Rochester and to be committed to the Cathedral. Choral Scholars would be admitted to the Cathedral Foundation.
28. The post of Lay Clerk is to be abolished, and a pool of Deputies – adult singers of ability – will be recruited to sing alongside the Choral Scholars. The Deputies would ideally be reasonably local, committed to the Cathedral, and may include suitable women as well as men. The Deputies would be admitted to the Cathedral Foundation.
29. Each choir will sing regularly. The precise programme for each choir will be agreed on an annual basis by the Precentor and the Director of Music.
30. Planning meetings will be held at quarterly intervals between the Chapter and the Music Department to ensure that a balance and variety of music is chosen that fully reflects the seasons and festivals of the Christian year and supports the varied liturgical programme of the Cathedral.
31. Chapter is committed to maintaining and extending a Music Library to serve the needs of all three Cathedral choirs.
32. The Chapter is committed to make budget provision each year for the commissioning and purchase of new music, especially in those areas where the existing repertoire does not meet the Cathedral's liturgical needs, in particular in relation to new Eucharistic Rites and some seasonal festivals of the Christian year.
33. The traditional hymnody of the Anglican Church, exemplified by the New English Hymnal which is the Cathedral's primary source of hymns, should be upheld and encouraged, but with openness to new forms of song, chant, response and acclamation, especially those which encourage the active participation of the congregation in the liturgy. Whenever possible, the melody line of hymns will be printed in orders of service.
34. The relationship of the Cathedral Music Department to the diocese is to be extended. The Cathedral musicians will be a resource within the diocese. A Cathedral choir will sing a Sunday afternoon service in a parish church of the diocese three times a year.
35. The Cathedral is supportive of the Royal School of Church Music and its policies. The Cathedral Music Department will play its part in the activities of the Diocesan Music Committee.
36. Concerts by the Cathedral choirs, tours, visits to parishes, and recordings require the permission of the Chapter. Each Cathedral choir will give a concert in the Cathedral once a year. The Chapter encourages choir tours by a Cathedral choir out of term-time.
37. The Chapter welcomes visits to the Cathedral by competent visiting choirs on the recommendation of the Director of Music. Visiting choirs sing the services during choir holidays and on occasional Saturdays. They are to be received with courtesy and given appropriate hospitality.

38. Pastoral care of the members of the choirs and their families is the responsibility of the Chapter. Disciplinary matters are handled in accordance with the Chapter's agreed policy in the Cathedral Choirs' Handbooks.
 39. The Chapter values promoting concerts and other musical events in the Cathedral. A policy on the use of the Cathedral for concerts and the performing arts will be agreed by the Chapter and the Music Department. The number of concerts that take place in the Cathedral, particularly on Saturday and Sunday nights, will be kept under review. Guidelines for booking arrangements, box office, charging, performing rights fees, and planning should be included in the policy.
 40. The Chapter recommends that a single Cathedral Choirs' Association should be formed for the Boys' and Girls' Choirs, to work in partnership with the Chapter to raise funds for the promotion of tours, recordings, and social activities for the boy and girl choristers.
 41. Chapter recommends that the admission of girl choristers to the Old Choristers Association should be explored.
 42. A small focus group of trustees from the Rochester Cathedral Trust will establish a Music Endowment Fund to provide the Chapter with sufficient income to meet the music costs of the department.
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REVIEW OF POLICY

This Worship and Music policy will be reviewed annually by the Chapter.

*Canon Ralph Godsall, Precentor
for and on behalf of Chapter
6th November 2007*