



Diocese of Canterbury
CHANGED LIVES → CHANGING LIVES

ANNUAL REPORT 2022

June 2023



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INTRODUCTION

After the turbulent years of the pandemic, we were looking forward to a calmer 2022 but it continued to be eventful with much to celebrate and much work to be done across our diocese.

Our relationship with the National Church and the Church Commissioners has improved, during and after the pandemic. We have been able to demonstrate that our strategy chimes with the national strategy and that our headline plans, for growing the numbers of Christian disciples across our diocese, are worth investing in. Additionally, we were able to receive and distribute grants towards increased costs for church heating and for our ministers.

The connection with our communities, in many cases, were strengthened - albeit through serving the needs of the most disadvantaged. The addition of Ukraine refugees to those from Syria and Afghanistan was a challenge that many rose to. Clergy and laity alike signed up to the 'Homes for Ukraine' government scheme and, through a significant generous donation, we have been able to appoint a part-time Ukraine speaker to our team to support the many displaced Ukrainians now living with us.

The commitment to support parish ministry remains high and we made many good appointments last year. The Canterbury Diet for the clergy continues to develop with The Minister as Missioner being added to the suite of modules as part of our ongoing investment in our clergy.

We welcomed Ven Will Adam to be the new (99th) Archdeacon of Canterbury and, not that long before, we welcomed Sir Paul Britton to be our Chair of the Diocesan Advisory Committee and Kevin Tucker to be its Secretary.

Our Church Schools grew from 103 to 104 with St Augustine's Maidstone being added to the wider family in our Children, Schools and Young People's Framework. We agreed it will be a priority to develop a policy to invest in growing the numbers of young people in our churches.

It remains vital to support parishes in being sustainable and flourishing and to help deaneries aggregate these plans to shape our diocesan strategic ambitions. The roadshows in 2022 focussed on our vision for growth and we had helpful discussions to understand the spiritual foundations upon which our churches need to grow.

Life didn't auto reset to some pre-pandemic level and frankly we would not be honest with ourselves if we thought 2019 and earlier was some golden age for the church. With very few exceptions numbers, have not recovered and giving has not kept pace with inflation from a position which was already not great.

Thankfully the year previously we had cut our costs by 10% and secured some Covid relief grants. Last year we completed our loan repayments through surplus property sales and in the process restored our reserves. So, we started the year in not too bad a place and our end of year figures pretty much broke even. This reflected our commitment to keep on top of our expenditure and showed some generous giving from our parishes, with some of them digging deep into reserves to keep our frontline ministry fully resourced.

We adopted a generosity principle to encourage our better-off parishes to support our less well-off parishes and, although early days, it was encouraging to see this beginning to bear fruit.





The year ended with a renewed focus to maximise the benefits of the Parish Giving Scheme and several workshops were arranged to assist parishes in this transition.

We remain committed to be people of prayer, scripture, generous living and evangelism. We thank God for His faithfulness in 2022 and pray that we might grow in love for Him and one another.



+ Rose

The Right Reverend Rose Hudson-Wilkin
Bishop of Dover



Stephen
Taylor.

The Ven Stephen Taylor
Diocesan Secretary





SAFEGUARDING

Opportunities

The Past Cases Review 2 (PCR2) National and Local reports were published in October 2022. While there is never much to celebrate when it comes to numbers of cases of instances of abuse and survivors affected, the Diocese of Canterbury’s overall PCR2 report and outcomes, by comparison to the national picture, reflected the investment that has been made over decades in prevention.

	Nationally	Diocese of Canterbury
Number of files reviewed	75,253	985
Cases not previously identified as safeguarding	383	2
Overall % which were not previously identified.	0.5%	0.2%

Following the PCR2 report an Action Plan was developed to ensure that the recommendations were implemented and followed up. This has been overseen by the Diocesan and Cathedral Safeguarding Advisory Panel, chaired by our Independent Chair Carol Iddon and was signed off as completed in March 2023.

Annual conference

In January 2022 we held our Annual Safeguarding Conference in conjunction with the Diocese of Rochester for the first time. We had over 170 attendees and listened to presentations from Dr Liza Thompson on Domestic Abuse and Paul Brightwell on the science of misjudgement. A recording is on the website [here](#) and we have continued to hold the Annual Conference with Rochester in 2023 and into 2024.

Parish audit

During October and November 2022 the Safeguarding Team undertook an audit to develop a better understanding of the role that our Safeguarding and Disclosure Officers undertake within parishes across the diocese, and how they can be supported in their role. The initial findings from the audit were presented to PSOs and PDOs at their March 2023 network meeting. 126 PSOs and PDOs participated in the audit (27% of the total of 473 people who occupy these posts). The audit highlighted the wealth of experience of our PSOs and PDOs – with an average time in role of six years and the majority (63%) having previous professional experience in safeguarding.





Key findings were as follows:

Is safeguarding a standing item on the PCC agenda?	96.5% stated it was (all but 7)
Preparedness for safeguarding (0=no confidence/ 5=full confidence)	74% were rated 4 or 5
Feeling supported in their role	99.2% felt supported
How easy is it to obtain advice from the DSA	Average rating of 4.42 (out of 5)

Staffing

In December we recruited our new Administrator Michelle Grice having said goodbye to Karen Carolan-Evans who had been in the team for six years.

Training

Leadership training	263
Permission to Officiate, one day in-person training	32
Parish Safeguarding Officer induction	2 sessions offered but low take up

Leadership training: This training requires participants to attend two face-to-face virtual sessions, following the participants successful completion of the online Basic and Foundation training and submission of pre-course reflections. In order to successfully complete the training they must also submit a reflection on the training four to six weeks following the second session.

PTO in-person training: Requires the same content to be delivered and pre-requisite to be completed but is delivered in-person for those who struggle with an online platform for whatever reason.

Following the low take up of the PSO induction we are reviewing the timing of when that training is delivered.

We also continue to support the cathedral through our SLA with their general training needs and bespoke training for the music department.

Cases and DBS checks

Cases dealt with by DSA which resulted in being recorded on our case management system*	27
DBS Checks	1318

**This does not include all referrals made or discussions with DSAs, only those cases that met the threshold for safeguarding and the criteria for recording on our case management system.*

Challenges

In the spring of 2022 we had a significant case which highlighted, despite training, the deliberate withholding of information by a church officer, where the church was in interregnum. The vulnerability of parishes in interregnum were also highlighted in the Parish Audit, where PSOs in interregnum felt





that their parishes were less prepared to deal with a safeguarding issue as opposed to those where an incumbent was present. Within a safeguarding context this has highlighted that parishes need sufficient support to compensate for the lack of safeguarding leadership during a vacancy period.

An issue also arose in another case where the Clergy Current Status Letter (formerly 'Safe to Receive') did not reflect the safeguarding concerns which were later highlighted in the Clergy File once received and reviewed in the Diocese of Canterbury. The risk that this issue presented was exacerbated by delays of the previous diocese sending the file for nearly a year. The file was also in a poor administrative state. The concerns around this practice were highlighted by Bishop Rose Hudson-Wilkin to Archbishop Justin Welby in his role as the Archbishop of the Church of England. Further issues of a similar nature arose from the same diocese around an individual seeking PTO. We have highlighted our concerns around the poor practice to our equivalent safeguarding lead within that other diocese.

Learning

Churches in interregnum can be or can perceive themselves (see Parish Audit) to be more vulnerable in relation to safeguarding. We are working with the archdeacons to identify those parishes in or coming into interregnum to offer proactive support and advice which can include in-person meeting with the churchwardens and PSOs.

Importance of Clergy Current Status Letters and ensuring that both the Bishop's Chaplain and DSAs review both incoming and ongoing files is now embedded into our regular practice and processes.

Fiona Coombs

Diocesan Safeguarding Adviser

Paul Brightwell

Diocesan Safeguarding Adviser





CHILDREN, YOUNG PEOPLE AND EDUCATION

Introduction

This report encompasses the statutory duties of the Diocesan Board of Education (DBE) and the scope of the Children and Young People (CYP) Framework. Both bodies work closely together to encourage, support and help resource ministry with and for children and young people in churches, households and schools.

Vision

Our vision statement wholly underpins our strategy and thinking: 'To ensure that every child and young person in the diocese is at the heart of mission, having the opportunity of a life-enhancing encounter with the Christian faith and the person of Jesus Christ; that they reach their God-given potential and are an integral part of church life.'

The Diocesan Board of Education

The DBE serves 104 Church of England (CE) schools within the diocese, equating to approximately 26,000 pupils. These schools are supported through school improvement and buildings advice, consultancy and training, in addition to materials, policy and guidance on issues relating to Christian distinctiveness and inclusiveness.

Statutory responsibilities

The DBE is required to provide an annual report to Diocesan Synod on its statutory functions and responsibilities, as defined in the Diocesan Boards of Education Measure 2021. During 2022, activities were as follows:

To promote education within the Diocese of Canterbury, according to the faith and practice of the Church of England

- Supporting schools and leaders as they responded to the continuing impact of the Covid-19 pandemic, rising fuel costs and cost of living on their school communities
- Continuing to provide a flexible training offer to reduce pressure on releasing teachers within school time, plus regular email updates, in-person visits and pastoral conversations with leaders and local ministers
- Rooted, a programme for new headteachers, or those new to headship in a Church of England school, began in early 2022. It seeks to instil confidence in leaders to explore what roots them theologically and sustains them personally, in addition to providing space to consider the importance of leading unapologetically in a Christ-like manner. Ten headteachers were invited to the first cohort and eight to the second





- Scrutiny of data linked to online training, a review of effectiveness and needs-led planning for the next academic year including modes of delivering training and events

Promote religious education and religious worship in schools in the diocese

- Guided teachers through the amendments to the Kent Agreed Syllabus and produced training and resources to empower teachers to 're-frame' their current Religious Education (RE) curriculum. Further training was delivered for RE leaders through network meetings to enable them to embed the 'golden threads' work within their current RE curriculum so that it is coherent and sequential
- Updated and reviewed Collective Worship plans to reflect guidance from the Church of England Education Office and to enhance our current provision
- Continued engagement with schools preparing for SIAMS inspections in 2023. This has involved both virtual training for leaders and governors and in-person visits to schools to share changes to the inspection schedule
- Led training on the new 2023 SIAMS framework for school leaders and governors
- Continued to grow and develop InspiREd RE leadership development programme, with 19 RE leaders beginning the programme in January 2023. Alongside St Alban's Diocese, we now partner with Southwark, London and Chichester Dioceses
- Held a conference for school leaders on developing an articulation and approach to spiritual development in their schools. Over 100 teachers and leaders from Canterbury and Rochester Dioceses attended

Watch over the interests of church schools and secure the provision of new schools

- Reviewed plans to extend the availability of a church school education to more children and families, including ways in which they might encounter the Christian faith

Give advice as to matters affecting church schools and church educational endowments

- Continued to provide support for church schools, site trustees and Academy Trusts in educational legislation, particularly in relation to the use or development of land and buildings and governing documents
- Reviewed status of statutory funds and other assets held on trust by the DBF on behalf of the DBE and established a mechanism for ongoing monitoring

Looking ahead to 2023 – key priorities

- Empower RE leaders to adjust their school's RE curriculum to meet contextual needs, weave the golden threads through each unit and year group and incorporate the new units from the Kent Agreed Syllabus
- Establish a strategy for engaging with Academy Trust leaders in a more regular and systematic way
- Support schools in preparing for inspection under the 2023 SIAMS framework, in particular ensuring they have a theologically rooted Christian vision which is lived out in all areas of school life
- Focus on decarbonisation, supporting schools in examining their energy footprint and accessing





grant funding for energy-saving technologies

- Implementation of the Board of Education's Strategy for the Church School System

Performance

On present inspection data, 99.0% (SIAMS) and 94.0% (Ofsted) of our 104 diocesan church schools are graded good or better

Leadership

Headteacher forums and RE and Collective Worship leaders' networks have continued online. In-person sessions have also been planned to ensure relationships are continued and developed across our diocesan schools. We have invested in continuing the Peer Support Network for leaders in small and rural schools.

Officers have advised on leadership appointments in schools and afford a high priority to the induction, wellbeing, and nurture of headteachers, offering time for reflection and renewal through the chaplaincy team at The Living Well. 'Rooted' has been well received by our new headteachers. They have welcomed the time and space to reflect on who they are as a leader and what it means to lead in a Christ-like manner.

Changes to the team

Niki Paterson, Deputy Director of Education, relocated to Scotland in May 2022. Both the team and our church schools benefitted significantly from her determination, wisdom and presence; we are incredibly grateful and wish her well in her new education role in Aberdeen. To sustain capacity and the quality of our service to schools, Rebecca Swansbury stepped up to be Deputy Director of Education and Natalie Ralph, an experienced and gifted Early Years teacher, was appointed as Schools Officer (Christian Character) from September 2022.

Children and Young People's (CYP) Ministry

Potential ways forward

A key priority for the year was to examine recent research alongside parish data to discern potential ways forward for CYP Ministry. This undertaking looked at the decline rate in under 16s at Sunday services and the effect of the pandemic in accelerating their disengagement. It also highlighted the importance of sustaining connections with young people through adolescence, particularly in the transition to secondary school and from secondary education into adulthood. Findings pointed towards increasing the numbers of employed youth ministers as well as our ability to live, model and pass on a meaningful life of faith to the next generation.

New, complimentary projects were recommended as part of our wider diocesan strategy. Only by adopting and delivering multiple schemes will we make a significant difference to the challenges we are facing in terms of discipling young people.

- i. Developing Growing Faith Hubs

The Growing Faith Hub at St. Mary Bredin, Canterbury already offers training around the principles and practices of Growing Faith; the model can be replicated in other areas, contextualised and adapted to consider local strategy and priorities.





ii. Funding for employed youth ministers

Applying for funding to place employed youth ministers in parishes that have potential for growth; where there is a 'critical mass' of children, young people and families and all are committed to involvement in this work as it is central to the church's vision.

iii. Youthscape LaunchPad

A new programme for restarting youth ministry, designed to give church leaders the insights, strategies and confidence they need to help their church take steps forward.

Training and networking

In addition to presentations to Deanery Synods on the 'potential ways forward', we have led training on engaging children and young people in worship, working with schools, trauma informed care, faith at home and spiritual encounters. Networking and offering space for children and young people's ministers for retreat and reflection have also continued; working in partnership with Rochester Diocese and focusing on connecting, reflecting and learning together.

Youth Council

The Diocesan Youth Council has been working with young people from across all three archdeaconries to hear the voice of young people, develop them as leaders for the church today and release them into positions of leadership throughout the diocese. This listening process has informed the development of 'Fuse' – an evening of worship and encouragement for young people across Canterbury and Rochester Dioceses, with the first event planned for January 2023.

Ministry Dispatch and resource website

The website www.ministrydispatch.com has been launched as the single point of access for resourcing ministry with children and young people. It has a wealth of resources, training, research and wisdom, enhanced by monthly emails.

Looking ahead to 2023 – key priorities

- Promote transformational models of school chaplaincy and see increased capacity of lay/ordained missional ministers for schools
- A genuine welcome for children and families by the whole church community, including focus of Diocesan Synod (March) on encouraging and equipping parishes to work meaningfully with children and young people
- Curate a range of tools/programmes to 'prepare the soil' in parishes prior to their engagement in Launchpad or employing CYP Ministers
- Transformational impact by children and young people's ministers, supported through a new programme of learning, formation and wellbeing as part of the 'Canterbury Diet'
- Positioning and development of children and young people as leaders





Canon Dr Quentin
Roper

**Director of Children,
Young People and
Education**



The Ven Darren Miller

**Co-Chair, CYP
Framework**

Dr John Moss

**Chair, Diocesan Board
of Education**

Fiona Higgs

**Co-Chair, CYP
Framework**





MISSION AND MINISTRY FRAMEWORK

The 'golden threads' are the animating principles for all the work of the Mission and Ministry Team. This includes ministerial support and development in the Canterbury Diet, along with vocations for lay and ordained ministries. It includes the team's support for mission: facilitation and mission accompaniment for deaneries and local churches, Missional Learning Communities and Everyday Faith (previously known as Changed Lives Conversations).

The golden threads are:

- Spiritual practices: Developing holy habits of discernment, prayer and spiritual practices.
- Learning and reflection: Learning and reflecting together as a habit in all our contexts and activities.
- Relationships and collaboration: Tending to good relationships and making space for each other so that we work well together.

All ministry and all mission is truly about God's initiative and movement. Our first responsibility is therefore to notice how God is present, at work, moving, and so on. We call this discernment. Keeping the three golden threads to mind and asking the three questions helps us to stay focused on what God is doing. The Mission and Ministry Team is committed itself to doing this consistently through meeting three times a week through a mixture of Zoom and face-to-face meetings, including cross-framework for one of these. In this way our own work as a team is enhanced.

With focus on wellbeing and healthy ministry paramount, the commitment to offering Pastoral Supervision to all clergy continued with the creation of a four-day training programme concentrating on developing reflective practice and supervision skills.

In 2022 Mission and Ministry delivered The Canterbury Diet through the Minister as Missioner and Minister as Learner residentials with two different cohorts together with a variety of CMD events including Biblical Literacy, Grief and Loss, Marriage Training, Retiring Well and training for Training Incumbents.

Mission and Growth Advisor Steve Coneys has continued working with local church teams as part of the Missional Learning Community process. This takes seriously the notion that, in our changed contexts, we have to join in with God's mission, rather than pursue our own good ideas. The process is therefore rooted in spiritual leadership, discernment enabled by core spiritual practices, and focusing mission through fruitful relationships and partnerships. MLCs are a method of finding the culture change we need. For energising Canterbury stories see Mission/Missional Learning Communities on the website.

Steve also oversees our changed practice of Deanery Mission Accompaniment. The new model of working in action learning sets with Area deans and Lay Chairs from three deaneries at a time is a tried and tested way of learning and discerning together. It is our way of taking seriously the complex and demanding role that Area Deans, Lay Chairs and others now have. Twelve of the fifteen sets of





deanery leaders are working in this way, and we are waiting to engage the rest. Steve also works in focused facilitation with deaneries or local churches committed to working for change.

Another recent focus for Steve has been the development, with Neville and Tim Naish, of the third residential week in the Canterbury Diet for new clergy, Minister as Missioner. Like MLCs and the deanery action Learning Sets, Minister as Missioner expresses the core values or golden threads of all the Mission and Ministry Team's work: Discernment and attending to spiritual practices, Learning and attending to critical reflection, and Relationship and collaboration. With other colleagues, Steve also leads the courses Working with Change and Working with Conflict.

Lay Ministries Adviser Nigel Collins has continued to have responsibility for discipleship and lay ministry as well as for matters relating to pastoral reorganisation as Pastoral Secretary to the Diocesan Mission and Pastoral Committee. The Deepening Discipleship course continues to be offered as a locally delivered course as well as online twice a year. Courses to equip disciples for worship leading and pastoral care were also run online, and these will be offered again during 2023 but as a mix of online and face-to-face delivery. A lay funeral ministry course was completed earlier in the year and a revised course started in the Autumn which was completed in May 2023. Anna Chaplaincy is now well established as a form of ministry with older people and two online courses were run during the year in partnership with the Bible Reading Fellowship and Rochester Diocese. Anna Chaplaincy is ecumenical and also open to ordained ministers as well as lay. Nigel has overseen the ongoing ministerial development, support and training of our active Readers and Licensed Lay Ministers. Future work will involve developing a framework of guidance for lay ministry and a series of workshops and events focused on equipping for lay ministry. A very successful day for lay ministers was held in November at John Wallis Academy, this involved a session on Matthew's gospel led by Revd Dr Sue Woan followed by a range of seminars and workshops during the afternoon.

In 2022 Jon Marlow and Jacquie Town's DDO office saw the introduction of the new, national Stage Two discernment panels. As the name suggests, these are the second part of the national assessment process, which has split the old 'BAP' (Bishops' Advisor Panel) into two stages. Stage One panels are online and the Stage Two panels meet in person and include an overnight stay, which is something that hasn't happened since before COVID under the old system. In 2022 we sponsored 10 candidates to attend a Stage Two Panel all of whom were recommended for training. Nine of these started college in September 2022 and one will start at St. Augustine's in September 2023 after completing a 'pre-theological learning' requirement set by the panel. This requirement include a four-month placement in a church of a different tradition.

With these ordinands entering training, we have now seen the first cohort through a complete cycle of the new discernment process (including new local and national components). We look forward to continuing these relationships as candidates move through IME1 and into IME2 and are planning for a larger number of ordinations in 2024, following smaller cohorts in 2022 and 2023. During 2022 we also saw 11 candidates for ordained ministry join small groups as part of the Canterbury 'Discernment Cohort Programme' bringing the number of candidates who started the programme to 39 between its start in 2020 to the end of 2022.

2022 also saw us lay the groundwork for a series of Deanery Vocations Roadshows planned for 2023. These are enthusing and equipping attendees to recognise those whom God is calling from their local congregations and help them to name that vocation and access appropriate formation and training.

Jac Town continues to support Jon as his PA, looks after the administration and provides support for new candidates, members of the cohorts, and those preparing for each national stage. Jac also has a





focused role ensuring that those entering training for ordination have the appropriate funding that they need – also ensuring monitoring, obtaining funding and implementation of any additional learning needs required are met. Jac’s continued management of the funding requires liaison with colleges, the national finance team, our own finance team, and the ordinands themselves. Administrative oversight of the safeguarding protocols for each stage/each candidate/ordinand is also a key aspect of her role. Jac supports ordinands as they prepare for ordination and the start of their curacy, ensuring documentary compliance and liaison with the Diocesan Registry as well as the Bishop’s Office.

Another big change which was introduced in 2022 and approved by General Synod in Jan 2023 is the way that theological college courses are funded. The biggest difference is that funds will be paid directly to colleges from the national Ministry Team, so dioceses will no longer handle these funds as we have been doing in the past. Diocese will also make arrangements to return any restricted funds that have built up due to underspending money given to us for training. We are anticipating further changes to the way the living costs of full-time ordinands are calculated and paid, which will be implemented in 2024.

Jon and Jac are assisted in the work of discernment by a team of Assistant DDOs who (in 2022) included Rachel Webbley, Lou Seear, Louise Vincer, Andy Bawtree and Michael Morris. We are also very grateful to Mary Penwarden, who conducts Assessments for Psychological Wellbeing with candidates before a Stage Two panel.

The Mission and Ministry Administration team comprises Sarah Lucas, Lynne Preston and Marianne Hambrook. This team works to provide all of the support functions associated with the organisation and management of training and development of Lay and Ordained ministers throughout the diocese and as detailed above. The past year has seen the challenge of moving from online to hybrid to mostly in-person delivery for our training and events. Sarah leads on the monitoring and process functions associated with our budgets and finance, organises and manages lay training courses, is administrator for Missional Learning Communities, creates and circulates the Equipping for Ministry mailing, is responsible for our area of the website and for GDPR and DBS checks. Lynne leads on all administration for the Ministry Development Review (MDR) process for ordained ministers and the Assessment of Curacy. Lynne organises the training for Pastoral Supervisors and provides administrative support for the process of offering and maintaining Supervision and organises other CMD training events. Marianne oversees the administrative work of the team, is PA to the Director, organises events, is involved in the leadership of Missional Learning Communities, facilitates Action Learning Sets and is a trained Pastoral Supervisor.

Nigel Collins

**Warden of Readers /
Pastoral Secretary**

Neville Emslie

**Director of Mission
and Ministry**

Jon Marlow

**Vocations Officer /
Director of Ordinands**

Steve Coney

**Mission and Growth
Adviser**





PEOPLE SERVICES (HUMAN RESOURCES)

In alignment with the Diocesan Strategy “Changed Lives Changing Lives,” People Services has been instrumental in ensuring that the diocese has the right employees in the right places to support our parishes and clergy effectively. Throughout 2022, we have made significant progress in several areas, demonstrating our commitment to the strategy’s goals.

Digitalising records and reviewing pay bands

In 2022 we completed the digitalisation of our employee records, allowing us to far better understand our employment data - particularly around role type and grade. Part of this has been to begin to implement new, simplified pay bandings with clear categorisation for each role meaning we are able to not only ensure we are paying at a fair level, but we can also benchmark our salaries more easily against comparable roles in the local charity sector as well as within other dioceses nationally. This work will be ongoing over 2023 as roles come up for review.

Delivering efficiencies

The move of our people records to a digital platform was key factor of our ongoing efforts to enhance operational efficiency. Digital records have allowed us to successfully transition to a new payroll provider. With a 65% reduction of the cost per payslip, this change has resulted in significant cost savings for the diocese of £4500 per annum.

In relation to the above savings, and in line with the Diocesan Strategy of ‘doing the same or less with less’ in terms of central operating costs, we have also reviewed our approach to clergy removals. Previously the diocese had a long-standing exclusivity arrangement with a large national firm which had become poor value for money. Through new tendering processes, we now get three quotes for each move with a focus on smaller, family-owned firms. To date, the identified efficiencies for 2022 are approximately £14,500 whilst clergy have told us that the personable service they have received from local firms has enabled them to transition between homes smoothly during what is a busy and stressful time.

Furthermore, we have focused on improving our pensions management for our employees. Many of our staff have transferred from the Scottish Widows Scheme to the Church Workers Pension Builder 2014 scheme from the Church Pensions Board. In addition to this, we have changed the way we administer the pensions and how we work within auto enrolment regulations. Implementing these small administrative changes has led to substantial cost savings of £11,000 to date, savings which will be on an ongoing basis.

Returning to in-person working

Another aspect of the function’s work has been the settling of what working looks like for our employees following from the changes brought about by the pandemic. After much discernment, our diocese settled on the implementation of a hybrid working model, which prioritises in-person collaboration for the majority of our staff’s time. Whilst recognising the importance of being a gathered community,





we have also acknowledged the benefits that a balanced approach to hybrid remote working can bring both for efficiency and personal wellbeing and all staff have the option to request hybrid working after six months of service for one or two days a week. By fostering improved performance, productivity, and well-being, we hope to better serve our parishes, clergy and schools. We proceed cautiously and review our arrangements regularly, with the aim of striking the optimal balance that supports the diocese's flourishing.

Tackling turnover

As we emerged from the pandemic, our higher turnover experienced in 2021 continued both in terms of our employees and also amongst our clergy. On the clergy side, there was a higher number of retirements than usual, perhaps indicating that some clergy who had planned to retire sooner had delayed doing so to help their churches emerge from the pandemic. For some clergy, the pressures of parish ministry may have had an impact, so may the number and diversity of posts available locally and nationally which have presented a large diversity of new opportunities for ministry elsewhere.

Although we faced challenges in terms of turnover during 2022, our efforts to address this issue particularly on the employment side have yielded positive results. By reviewing support services as part of the Diocesan Strategy, we have undertaken rigorous sustainability reviews for vacant positions. This approach allows us to assess if roles can be eliminated or redesigned to improve efficiency, value for money and also to ensure that roles are designed to be fit for purpose both now and in the future. Alongside this we have looked our total reward in terms of non-cash benefits and our working culture. As a result, we are experiencing a decrease in turnover and heading in the right direction. This positive trend is a testament to our commitment to retaining talented individuals within our workforce.

Recruiting the right people

Recruitment within the church environment has presented its own set of challenges, particularly during mid-2022 when it was very difficult to fill clergy and lay employee vacancies. However, as the year drew to a close and into early 2023, we are pleased to report that the number and quality of applications have started to improve.

Particularly on the clergy side, there are still some recruitment campaigns that do not get the level of interest that is hoped for which is deeply disappointing for all those involved.

However, the lay employment market has recently become more fluid and the market more balanced. Despite the difficulties, our dedication to attracting the right people remains steadfast. We continually refine our recruitment strategies to ensure that we have a diverse and highly qualified pool of applicants. This ensures that our parishes are well supported and equipped with the talent necessary to fulfil our common mission.

Reorganising functions

During 2022 we undertook two major reorganisations. Communications was strategically reviewed following a change of personnel and impending departures. The focus of the team was significantly re-pitched and redesigned with a heavy focus on engagement by sourcing and sharing stories from parishes, benefices and deaneries across the whole of our diocese to encourage each other in our common mission. In addition to this, the outsourcing of IT infrastructure was completed, allowing us to shift our resources to better management of our parish data and record keeping systems which will allow us to work more efficiently in the future.





Supporting parishes

Over the course of the year People Services has continued to support parishes in providing first line employment advice. Queries come in most days with a number of questions requiring parish visits for in-person meetings. Matters are often to do with recruitment and contracts, whilst others are parishes exploring administrative support for the first time. There have been some parishes who have had some difficult employee relations issues where dispute has arisen or there are performance concerns. Others are considering reorganising existing roles and are looking for support to make the change in line with employment law best practice.

Looking to the future – clergy support

Although much has been done, we have left undone some of those things which we ought to have done. As we move into 2023/2024 there is much work to undertake on the clergy side of People Services. For example, we are aware that areas such as the clergy handbook are well overdue updating alongside adopting policies and procedures that reflect best practices that are seen in other dioceses. However, whatever updates may be ahead, we will ensure (as much as realistically possible) that updates or changes are simple, easy to apply and are not overly burdensome or bureaucratic.

In conclusion

Our work in People Services throughout 2022 has been guided by the Diocesan Strategy “Changed Lives Changing Lives.” By implementing a series of small but significant changes such as streamlining payroll, clergy removals, and pensions management, reorganising role and functions where required, and addressing turnover challenges while improving recruitment, we are confident that we are making a meaningful contribution to the sustainable and flourishing future for the Canterbury Diocese.

People Services remains committed to ensuring that all our roles have the right people who are supported by effective people strategies and services, and enable all to fulfil their vital roles and vocation in changing lives within our communities.

Michael Keeler-Walker

Head of People Services & Operations





PROPERTY

In 2022 the property team has worked hard to maintain and improve all our properties to the best state possible within a challenging budget. The improvements, where affordable, have been concentrated on items that will lower energy costs to our clergy. They have mainly been focused on the increasing insulation and replacing boilers which are over 20 years old.

All newly rented properties and residential properties must reach an EPC rating of 'C' or above from 2025. Any existing rented properties must have an EPC rating of 'C' or above by 2028. We are endeavouring to get all our clergy houses up to this standard by this date. Some additional funds have been made available to try and achieve this.

Some of our buildings are incapable of achieving this level of energy efficiency and, in these instances, we may look to sell them and replace them with newer, more energy efficient properties.

There is now a policy that, where possible, all vacant properties are let in interregnums. This has meant a considerable increase in income which now brings in over between £600,000 per annum parish share. We have also still maintained our commitment to house refugee families and six of our parsonage houses are currently let to refugee families.

We have obtained planning permission on some of our parsonage house sites and have been actively looking at some of our larger gardens to see if houses can be built in the garden. In some instances, we will be building a new energy efficient house to replace the existing vicarages. We are expecting the income raised from these sales to increase in 2023 as we do have several sites that are moving forward. These sales also realise funds for the parishes concerned.

In relation to our small amount of glebe land, we are rationalising our holdings. This means we will be disposing of some of our agricultural glebe where it is uneconomic and expensive to hold. We are also looking at the possibility of developing affordable housing on some of our land. We do not have the funds to build them but, providing we receive market value as specified in the Charities Act, we can dispose of them to a registered provider.

All these different areas of work allow the entirety of our community to move forward with more certainty and makes our property portfolio more sustainable.

Sarah London

Property Director





COMMUNITIES & PARTNERSHIPS

During 2022 conversations began regarding how Communities and Partnerships (C&P) could be made a more efficient and focussed department, with a particular attention given to deprived communities, the homeless, refugees, people living with disability, and the most vulnerable in our communities. Therefore, much of the year was engaged in planning the creation of the Social Justice Network, which has now come into being in 2023. It was proposed that restructuring the work of the C&P Framework would be placed within the diocesan charity Together Kent. Together Kent would be renamed The Social Justice Network, and the C&P board would be merged with the Together Kent board, as there is already considerable overlap of trustees. The director's employment contract would be ended, and a new agreement negotiated. The work of the network, its officers, board and executive director would remain very substantial and diverse but be delivered in a financially and administratively more efficient way. Therefore, this is the last annual report for C&P, which included the following work in 2022.

Together Kent projects in 2022: Break the Cycle, our Kent Refugee Officer, and Connecting Canterbury.

Break the Cycle

Kelly Napier, Support Manager, writes:

Break the Cycle is a partnership project that provides supported housing and community support to people who are released from prison into homelessness. We also evaluate the effect this support has on re-offending rates. The house opened for guests in 2022, and we have had three or four guests in the project at any one time, all of whom volunteer at the local community centre and help with the food bank. They also help to cook for the community men's group every week. This gives them a sense of belonging within the community and they are seen as an integral part of the team. All guests are in recovery and not without the challenges that presents, but they are determined and motivated. They are deeply thankful that the project exists and realise that Break the Cycle isn't just a roof over their head, it's an opportunity and a stepping-stone to independent living. We need to raise funds to have an in-house mental health provision. There hasn't been a single guest without mental health issues and/or childhood trauma; and subsequently drug and alcohol issues. Mental health needs to be addressed to truly deal with addiction and fully support those in recovery.

Kent Refugee Officer, Domenica Pecoraro writes:

For Ukrainian families and UK sponsors

Welcome Hub

In April 2022 we set up the first Welcome Hub in Kent for newly arrived Ukrainian families and UK sponsors. The Hub operates as a weekly drop in and is run in partnership with a local organisation, Canterbury for Ukraine. We organise workshops on how the system works in the UK regarding housing, community safety, education, Universal Credit, budgeting as so on. With an open-door policy,





information, advice and guidance is provided with distribution of free SIM cards.

As a diocesan team we helped over 34 people to find sanctuary in Kent through the Homes for Ukraine scheme and are actively involved in the hosting process of more.

For resettled families coming through government schemes comprising of Community Sponsorship Scheme

The Welcome Café, in partnership with Canterbury City Council and Canterbury Welcomes Refugees, supports refugees and people seeking sanctuary living in the Canterbury area. The project provides accessible English classes and employment support to people with personal experience of forced displacement. The Welcome Café responds to an urgent need for English and employment provisions especially for those needing ESOL Entry L 1 and 2 classes. The project aims at complementing statutory services by adding bespoke conversation opportunities for those who do not practise English beyond the traditional teaching settings and supply a community led, caring environment to grow in confidence to those needing extra care to feel “job ready”.

For Afghan families

The One Stop Shop Welcome, in partnership with Canterbury Welcomes Refugees, is a weekly drop-in service offering informal English classes for Afghan ladies and distributes essential items in friendship with local charities and Canterbury Mosque.

There is very little provision to improve their wellness and to heighten the chances of greater integration of Afghan women living in hotels into the fabric of the community beyond statutory services for refugees. Most of these women have been living in hotels since August 2021 and, having no access to provisions, gathered to improve their happiness and wellbeing. We are very well positioned to offer those service and extend the welcome.

For schools

Voices of Welcome as a part of our School of Sanctuary work

Our diocese created a participatory project called Voices of Welcome aiming at fostering a welcoming school community through participatory workshops with children coming from different life trajectories. The project is currently run in a Church of England Secondary School and will help children become agents of a refreshing positive narrative on migration and change.

Online

We lead an online conversation club for refugee women every Wednesday from 11am to 12pm. We work in partnership with Canterbury City Council and Canterbury Welcomes Refugees who provides volunteers to support the session.

Refugee Week 2022

In partnership with Canterbury Cathedral, we organised a concert in refugee week focussed on exile with the Ethiopian poet and broadcaster Lemn Sissay and the renowned vocal ensemble, Stile Antico. We also organised an online panel discussion on migration and exile with Lord Dubs, Bishop Rose and others.





Community sponsorship

I have been leading the implementation of the national strategy to grow the scheme in our Church.

Refugee Projects Officer in Calais and Northern France

The post remained vacant in 2022 whilst complicated French law could be sorted out and a new appointment made. The project, which is funded by Canterbury (through the Bishop's Justice Appeal), USPG and the Diocese in Europe, is an ecumenical collaboration. A new appointment was made in 2023 and the new refugee officer, Bradon Muilenberg, begins in September.

Connecting Canterbury

Helen Netherton writes:

Connecting Canterbury is one of Together Kent's projects. We continue to offer signposting, support and help to those in need. With the national raise in fuel prices of 2022, and the knock-on effect this has had, the increase of need has been substantial. We continue to meet at two hubs, 'The Hub', Canterbury Baptist Church on Thursday mornings, and All Saints Church on Fridays. In 2022 we gave out £9120 in small grants to around 560 people, some of whom received more than one grant. This was more than double the amount given in 2021. Due to the increase in need we had to develop a system for giving, and people are limited to one payment a month, with a maximum of £30 over three months, with three months break before they can start the cycle again. We also made 80 grants (1/3 more than 2021) for household items from the wonderful Christian Charity ACTS 435 - this enables us to help people with purchase of household items, especially white goods. We have developed the Connecting Canterbury Living Directory which provides details of organisations from around the city and what they offer. These directories are updated regularly and shared amongst other organisations. We encourage safe and responsible saving and borrowing through Kent Savers Credit Union. In 2022 we were joined by Jeremy Cross, a representative from Canterbury Citizens Advice Bureau. He was at the different hubs on alternate weeks providing support to many of the clients. In 2022 we were able to appoint a part time network co-ordinator, Tim Cook. Tim built up a number of links across churches as well as other organisations, which we hope to build on as we continue to raise aware of the organisation and its work. 2022 also led to visits from Rosie Duffield MP and the Archbishop of Canterbury, which was a real blessing.

Other projects in Communities and Partnerships in 2022:

Canterbury Diocesan Association for the Deaf

Miranda Ford, Chair of Trustees, writes:

It has been a year of prayer and reflection for the needs of the Deaf and Hard of Hearing Community across our diocese. This includes many areas while remembering the financial restraints that surround us as we listen to our generous God.

We are currently putting in place some strong foundations before we move forward. e.g. considering the use of the building in Margate, a new constitution to replace the original 1967 one, grant fundraising (particularly for a project manager) and looking at a volunteer chaplain. I am privileged to be leading this charity as Chair with a great team of trustees and a growing team of volunteers, as we move towards developing our vision below: (to be approved at the AGM on 14 June).

"To consider, in every way possible, the spiritual, social and general welfare of deaf and hard of hearing





people, promoting total inclusivity of all people, while geographically covering the parts of Kent, east of the River Medway, which fall under the remit of the Diocese of Canterbury”

1. To aim to keep contact across this area with such people
2. To enable development of adult education e.g., health care,
3. To aim to provide for all such people: facilities for worship and pastoral care, while ensuring wellbeing is of primary concern.
4. Where possible assist in areas of employment, e.g., Deaf Awareness Training
5. To provide social opportunities
6. To consider anything conducive to the above objects

As we prune sometimes gently and sometimes strongly that which is existing, we shall constantly nurture the new and old growth. We would value your prayer as we move forward and discover where God wants us to be.

Kent Workplace Mission (KWM) and Kent Emergency Chaplaincy Service (KECS)

David Slater writes:

2022 has been a year of change for Kent Workplace Mission with both staff members leaving, putting pressure on the volunteers in the core teams. Workplace chaplains were in place across Kent. Much of the training programme has been taken on by Workplace Chaplaincy UK (formally Industrial Mission Association) who have drawn a lot of their material from KWM. They recognise KWM as one of the lead organisations in the country with one of our chaplains featuring in a BBC documentary on industrial mission from the start to the present day. Chaplains are called on for one-to-one pastoral support to people who often are unable, or indeed unwilling, to attend church. They are also for events where an ecumenical and inter-faith presence is called for. Trainee ordinands are regularly on attachment in our chaplaincies to gain experience in non-parish settings.

KECS was largely on hold since Covid. Existing chaplains need contact, new chaplains are needed to fill gaps. Following the migrant deaths in the channel in 2022, one of our chaplains was co-opted to the Coroner’s Mass Fatalities Group, as the faith input, because there is no county wide interfaith or ecumenical structure. A major effort is needed to re-establish contacts with District and County Councils. Whilst contacts are good in Dover, Thanet and Medway have both held major emergency exercises but did not have any faith involvement. It is hoped that the new Salvation Army support will enable us to rekindle these links.

Ignite

Debbie Ellisdon writes:

Ignite is a combination of community outreach and weekly events which present the Gospel in a friendly and interactive way enabling people not engaging with traditional church, to meet Jesus and have their lives transformed. Ignite began in St. Paul’s, Cliftonville in 2008 and the current phase of replication, under SDF funding, began in 2018. This involved creating Ignite communities within Ashford, Herne Bay, Sittingbourne, Maidstone, Sheerness and on the Island of Guernsey.





Earlier this year Guernsey transitioned from being run by an SDF funded paid worker to being sustained by volunteers when their funding came to an ending earlier than the other projects. Guernsey was less affected by Covid which led to staff being furloughed for a shorter time. All the other projects will transition in July 2024 when they will also transfer into the hands of a volunteer led team. Sadly, the exception to this is the project in Sheerness; that will be ending in July this year as it is not proving possible to transition this into the hands of the benefice.

These projects have been supported by Rev. Patrick and Debbie Ellisdon until mid-May this year when Patrick stepped back to return to full-time parish ministry; Debbie continues to support the projects on a part-time basis. All the projects are doing well and meeting the needs of those who would otherwise not be part of a mainstream church congregation.

The environment, climate action and Carbon Net Zero

Teresa Redfern, Diocesan Environmental Officer in 2022 writes:

The Environment Working Group continued to meet to discuss progress and the way forward on environmental matters. Our draft response to the consultation on the Net Zero Routemap was submitted to the National Environment Team and the final routemap was subsequently agreed by General Synod in July. Churches in receipt of grants from Marshall's Charity to reduce greenhouse gas emissions finalised their projects and monies were received.

Communication and engagement work continued throughout the year. The monthly environment newsletter 'All things bright and beautiful' was produced and circulated until July when staff shortages halted its production. The diocesan stand at the Kent Show had an environment theme. A draft environment comms plan was prepared to support the environment strategy and changes were made to the Care for Creation web pages. Presentations on Eco Church were given at several church services and lent groups, to Deanery Synods and at a conference with our German partners. The 'Learn, network and pray day for lay people' also included a workshop on care for creation. An online carbon literacy course was run in November with eleven participants.

The number of churches registered and awarded as Eco Churches continued to grow. By the end of 2022, 82 churches (25%) were registered as an Eco Church, 27 had a bronze award (8%) and nine had a silver award (3%). A call for Deanery Eco Champions was made and several deaneries stepped forward with representatives. The aim with the Eco Champions will be to raise the profile of Eco Church and the need to achieve net zero carbon emissions.

Chaplain to the Homeless

The Revd Jo Richards writes:

Over the last 12 months I have continued to offer pastoral ministry to all those who find themselves on the streets or vulnerable housed. I have continued to go out with the outreach team visiting those sleeping in tents and doorways around our city. During the winter months I helped at Catching Lives, supporting them with their extended opening hours programme - an opportunity for some good conversations. Last November we had a service to remember all those who had died on the streets in the recent years. 96 names were read out and candles lit, which was very poignant. Looking ahead, I will continue to support the homeless community and those who work with them across our city. Remaining mindful that any of us could find ourselves in such a predicament, so if you see someone less fortunate than yourself do stop and say hello and perhaps buy a cup of coffee. See Christ in the other and be Christ to the other.





Canterbury Diocesan Overseas Group

Chair, Revd Carol Smith writes:

Our work focuses entirely on Canterbury's existing 'live' overseas partnerships, i.e. Madagascar (as part of the Province of the Indian Ocean, which includes Mauritius and Seychelles) and Germany (Zossen-Fläming/Markgräflerland).

The highlight of the year under report was the 2022 Lambeth Conference – theme, 'God's Church for God's World', during which Bishop Rose hosted an informal business dinner for the Archbishop of the Province of the Indian Ocean, the bishops and their spouses. At the time, a mutual desire to formalise the partnership by entering into a Companion Link Agreement was expressed and this work is underway. The Canterbury Diocesan Synod November meeting subsequently focused on 'Our Worldwide Church', enabling a wider audience to hear good news stories from our live partnerships, to appreciate the benefits of both belonging to and sharing with our worldwide, Anglican family of God and importantly, to pray for one another and to learn from one another: sharing in God's mission of love to the world is good for us!

Chaplaincy to Roma, Gypsy and Traveller Communities

Our diocese is home to several thousand Travellers whose ancestors first came to these shores about 400 years ago. Our Bishop's Advisor to Roma, Gypsy and Traveller Communities, Revd Martin Burrell, is building a chaplaincy team and leading national online training courses for those interested in this work. He has also organised national training webinars for those interested in this chaplaincy. Highlights of 2022 include ministry to these communities in our diocese and Martin's visit to the Appleby Horse Fair, which is an annual gathering of Gypsies and Travellers in Cumbria in June.

County harvest

The county harvest took place in Biddenden vineyard in October 2022 with a wonderful celebration led by Bishop Rose. The event offered generous hospitality of local food and wine, and featured the work of the Farming Community Network, who offer pastoral support and advice to farmers and their families.



The Revd Dr Jonathan Arnold

Director of Communities & Partnerships





ANGLICAN CHAPLAINCY, UNIVERSITY OF KENT

As things returned to 'normal' it seemed important to revive - as far as possible - the very best of what happened in past years, whilst capitalising on the insights gained and the opportunities which have arisen during the pandemic years of 2020-2022.

For 2022, the chaplaincy's profile among students and staff was maintained, and some aspects of its operation were strengthened. Student and staff engagement continued to be facilitated by a range of online offerings (worship, meet ups, sign-posting to other online resources) alongside the traditional in-person offerings, and all have been promoted to a growing mailing list through the fortnightly e-newsletter, ecumenical and multi-faith in spirit and including lively editorial and short articles from a range of contributors. This presents the chaplaincy as unified and collaborative which, itself, gives out an important message.

There are new opportunities for the chaplaincy to engage with meetings and discussions of the wider plans and concerns of the university around student and staff welfare; community life; and the 'Prevent' agenda: the 'protected characteristic' status of religion in recent Equality legislation has been a boon. Further work on Black Majority Christian Groups (see 2021 report for more details), an important element of Christian life on our campus, has undoubtedly been a catalyst for liaison with various departments, and - beyond the university - I was invited to present findings and reflections at two national chaplaincy conferences in the past 12 months, with further invitations from individual university chaplaincies. From an academic perspective, I have continued my Biblical teaching for St Augustine's College of Theology; and the Community of St Anselm at Lambeth Palace; and for the Canterbury Diocese. I have been glad to draw on university resources in developing and updating my New Testament and Islam specialisms; and for researching for articles for publication: these are vital offerings, given the erosion of theology and religious studies departments within universities, and the risk of losing valuable skills and knowledge which the Church relies on to train its ministers and people. Another way of using these skills is (from 2022) as a Bishop's nominee for work on the Periodic External Review processes relating to Church of England theological courses and colleges (TEIs).

As Anglican Chaplain (a 0.9 Diocesan post) I am part of an ecumenical and multi-faith chaplaincy team (of which, as 'Dean of Chaplains' I am the focal contact and administrative lead). We operate among a staff and student community of approximately 18,000. Around 12% of the student body are UK-domiciled African heritage (twice the sector average); around 20% are European/overseas, including many more students traditionally designated as 'BAME'. From a mission and ministry perspective, my work is energised by student uptake of an intense and quite structured programme of outreach activities, including coach trips, pizza nights, the weekend away and further faith-based cultural and social events. The annual university carol service in the cathedral, the form of which reflects the diversity of the university community, is 'the jewel in the crown'. The weekly Anglican Sunday fellowship on campus, Chatty Sundays, enabled a community heart of chaplaincy ministry through times when it has been challenging to maintain usual forms of worship. The Staff Reading Group is another important focus for faith-based discussion. Meanwhile, there are many ongoing structural,





social and academic engagements with the wider life of the university.

I am supported in my work by volunteer lay assistant Andrea Koenders-Donnan, and it is also reassuring that Revd Dr Stacey Rand, a self-supporting minister, is a member of the academic staff within the university. The Reference Group, set up within Communities and Partnerships to support my work and chaired by Revd Dr Jeremy Law, has provided a useful context for some new thinking which has been both realistic and visionary. In 2022, new, future diocesan arrangements for the support and accountability of the chaplaincy ministry were being discussed.

Revd Dr Stephen Laird

University Chaplain





COMMUNICATIONS / MEDIA AND ENGAGEMENT

The Communications team has a strong track record in external communications and has been able to work collaboratively with media outlets to ensure our messages reached the widest audiences.

However, we wanted to reposition our work to include a focus on more communications and engagement within our diocese. Following a strategic review, the team is now known as Media and Engagement to reflect the importance of engagement to, from and within parishes, benefices and deaneries across the whole our diocese. We aim to help source and share good news to inspire and encourage each other.

Orla Garratt

Head of Media and Engagement





DIOCESAN ADVISORY COMMITTEE

The DAC worked hard to eliminate delays caused by staff changes and resources in 2021-22. Applications for advice, faculties and List B consent are generally dealt with promptly. The committee has visited more than 20 churches in the last six months in order to help congregations find solutions to their needs and to discuss difficult cases. Currently there are only two visits outstanding, one of which has been arranged.

It is common for congregations to alter their initial proposals as a result of DAC advice. Often the changes produce solutions which are more respectful of the building and its contents but they are equally often designed better to meet the needs of the congregation. The latter's perception of their own needs may change following discussion with the committee. It is rare for a parish not to be able, because of the DAC's views, to make the changes necessary to enable them to use their building in the way which they want.

The most common needs at present are for the installation of facilities and more modern services – heating, lighting, A/V equipment etc. Often a limited degree of reordering is needed. A particular problem which we face currently is that providing effective heating which is consistent with the net zero target is sometimes challenging. Some churches can afford to install heat pumps (often with a gas or oil boiler as a back-up) but these are a minority: most opt for electrical heating of some kind. The DAC will support the installation of a replacement gas or oil boiler where this best meets the church's needs. This will not generally be appropriate for churches which are in frequent use and therefore frequently heated; but for churches which are heated only for weekly or less frequent services, the carbon impact of a gas or oil boiler will usually be small. The Commissary and the DAC require, in these cases, only that that the parish has followed the CBC guidance in making its decision.

We note with sadness that Leslie Smith FSA, our Vice-chairman and a consultant to and then member of the committee for over 40 years in total, died in May 2022. We are grateful for his outstanding contribution to our work.

Sir Paul Britton

Chair of Diocesan Advisory Committee



