



**Diocese of Canterbury**

**CHANGED LIVES → CHANGING LIVES**

# **ANNUAL REPORT 2020**

**Diocese of Canterbury  
June 2021**

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## Introduction

These annual reports for 2020 come within a turbulent time for our diocese - and indeed the whole of the Church of England. Last year no annual reports were able to be presented and Covid-19 has created as much uncertainty for our world as the World Wars did. As these papers are finalised, we are still not fully out of lockdown and the return to any sense of routine in our life remains out of sight. Nevertheless, we have to plan for the future with some degree of confidence - not least because we believe that the message of God's transformative love for our world is as relevant now as it ever was. Working out how we live out our response to that love in community is central to our planning - and to our budgets.

To this end, our deaneries have been engaged in re-imagining the future and the steps needed to get to that future - one where mission remains our priority and where we are able to live within our means. In this way, deanery planning is shaping the future of our diocese.

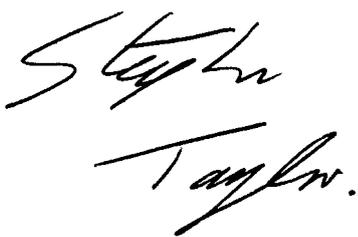
For the resources we hold in common, through the services and support we offer centrally, there is a paradox. On one hand, more churches will need more support in delivering their plans and the needs of those who have been left behind during the pandemic are greater than ever. On the other hand, we need to be as efficient as possible to ensure that our churches are not financially overburdened. We are looking to understand with our churches and deaneries, and through the wisdom of the Archbishop's Council, to ensure we have that right balance of support and affordability. This is an evolving story with many parts.

One such part is that we are looking to review all of our diocesan central services. The reports that follow state the activities of our different teams as they have worked to serve our parishes and communities over the extraordinary year we've just had. In 2021 and 2022, inevitably, there will be further transition and change for us all. One significant physical change that

has already occurred is that the layout of Diocesan House has changed significantly. We took advantage of the opportunity provided by lockdown to relocate our main meeting rooms to the ground floor so they are now wheelchair accessible. We have also been able to reconfigure our space to accommodate those staff who were previously located on the first and second floors of Old Palace in the Cathedral Precincts, enabling the whole team to share a single office base as we continue to work flexibly into the future.

The environmental crisis that looms over our planet caused by our lifestyles and skewed priorities and the crisis of fractured communities within our nation may tempt us to despair. But the Christian message is as true in our present crises as in any other – and we are not to be beaten by a broken world. Rather we are those who seek its (and our own) transformation in partnership with the God of grace. We have a biblical mandate to love the world as God does, to work for justice and to build communities where people belong and can find their fulfilment. More than ever, we are called to allow our lives to be changed in witness to what may be possible so that, with authenticity, we can play our part in God's plan for changing our world.

My grateful thanks go to all in our parishes and deaneries and to our amazing diocesan team for your partnership in this crucial work. May God bless us all as we look to the future with hope and expectation,

A handwritten signature in black ink, reading "Stephen Taylor". The signature is written in a cursive, flowing style. The first name "Stephen" is on the top line, and the last name "Taylor" is on the line below it, starting with a large, decorative initial 'T'.

The Ven Stephen Taylor  
*Acting Diocesan Secretary*

## **Safeguarding**

In October 2020 responsibility for Safeguarding for the Channel Islands passed to the Diocese of Salisbury. However, our Safeguarding Advisers now cover the role of Cathedral Safeguarding Advisers for Canterbury Cathedral on a service level agreement basis for 1 day per week. Additional costs incurred for any specific cases will be agreed on a case-by-case basis by the Diocesan Secretary and Cathedral Receiver General, although to date there has not been any cases that have met this threshold. A service level agreement for the provision of training has been in existence since 2019. The DSA's continue to offer a 24/7 service which saves CDBF an estimated £2750 for not having to outsource this. In 2020, the Safeguarding team were able to promote the use of our Safeguarding Case Management System, Safebase, to a further 3 Diocese and Cathedrals with income of approximately £1500 per license per year. This is in addition the other 5 Diocese and Cathedrals who were already using the system and generating License income prior to 2020. The Safeguarding Annual Conference moved to being delivered virtually in January 2020 as a result of government restriction, but this increased the attendance to the conference by 80% from the previous year. Although a specific Zoom license had to be purchased in order to be able to run the conference, the reduction of costs through the lack of hall hire and hospitality has meant a reduction of nearly £1000 from the Safeguarding budget. As a result, this will be the model for the Safeguarding Annual Conference moving forward with collaboration with the Diocese of Rochester being explored.

## **Human Resources**

Our Diocese responded and innovated at scale and pace in response to the global pandemic and what it threw at us. We can be immensely proud of how Diocesan staff rose to and responded to the challenges of adapting our working arrangements and routines, whilst maintaining a high level of support for our parishes, deaneries and schools. The pandemic has put many of our Staff Teams under pressure, with staff members experiencing full/part furlough, managing family and home life and feeling the fatigue associated with lockdown. It has proven the central role that HR can play supporting Staff, Managers and Clergy. The part time roles of both HR Adviser and HR Director continue to work pro-actively by: fulfilling a compliance and

transactional role ensuring good and lawful employment practice; but also championing diocesan work and improving the working lives of our staff. For 2021, the focus for HR will be: the transition back to the office post pandemic; developing hybrid working arrangements; and supporting the clergy people processes as a result of “Towards a Flourishing and Sustainable Future.

## **Communications**

Throughout 2020, the Communications Team worked hard to ensure that our diocese stayed connected during the Covid-19 pandemic. In the early stages of the pandemic, this meant producing frequent and clear communication for our parishes about the latest advice and legislation from the Government and the national Church. The Bishop’s ‘Parish Connections’ mailing was born from this need. We have also introduced new regular mailings for children and youth workers, those interested in environmental and social justice and those working with parish finances. The amount of video work we have produced has increased exponentially – most notably our Day of Prayer and Pilgrimage, Bishop Rose’s monthly sermons, and national services for the Church of England’s online worship. In March 2020 we launched our new diocesan website, which continues to evolve and improve. Outlook Magazine is now under review, with the team looking to prioritise providing local churches with news, events and stories in a format that they can easily share, while also making the best use of our limited resources. In Autumn 2020, we facilitated our diocesan listening and discernment process through resources, videos and online support. We continue to provide our parishes and ministers with communications support and advice in handling difficult situations, such as local tragedies and high-profile events. We have also continued our work in the areas of statistics and data protection, enabling the annual Parish Returns, keeping our databases functional and up-to-date and fulfilling twelve Subject Access Requests on behalf of both our diocese and some parishes.

## Property

The role of the Property department is to help all members of the Diocese implement the Diocese's strategy of a flourishing and sustainable future by maintaining and improving clergy housing to the best state possible within the agreed budget, and by giving advice about property matters generally. This past year has been difficult in terms of dealing with the ongoing repairs to our building stock. In view of covid as a department our budget reduced substantially. We maintained our level of current repairs and maintenance works but the remainder of our budget dealing with quinquennial works was reduced substantially to help the overall Diocesan budget at a time of crisis. This has led a back log in terms of essential quinquennial works which will end up being more expensive in the longer term.

Work that has been done over the past year has included:

- Dealing with all repairs and safety checks for our substantial portfolio of parsonage houses
- Renting empty houses where possible on Assured Shorthold Tenancies. This income is substantial and has helped in relation to the loss of parish share.
- The houses in three deaneries were revalued for annual accounting purposes.
- We provided advice to PCCs on a number of issues, including the leasing of parish land and buildings. Dealing with several cases of adverse possession, removing travellers who were squatting on a church hall car park, selling and buying houses to improve clergy accommodation.
- We continuously review both parsonage and glebe land for development potential. We have been working on a few major schemes where we are endeavouring to realise development potential, but these are unlikely to come to fruition for another 1-2 years. This work is done at risk.
- Over the last year we have sold two sites with planning permission and have recently obtained planning permission. for 2 additional building plots
- Coordinating the payment of council tax and water rates and applying for reductions where they are due.

In view of the cut in budget and our wish to become more sustainable in the future we are reassessing what the diocese will provide in terms of housing going forward. This is being done in three ways:

1. Reviewing the level of building works provided by the Diocese as opposed to the occupier on parsonage housing.
2. Working with parishes to rationalise the stock of property overall an example being using churches for general community use (where possible) in addition to its ecclesiastical use this would release other ancillary buildings for alternative uses thus helping make the diocese more sustainable going forward.
3. Making all our properties more energy efficient. All our parsonage houses have EPC's we would look to move these to the highest level possible for that specific house. This can only happen if adequate funds can be made available to do so. In view of current cost constraints this is unlikely to be in the next year or two.

The position will improve but we need to make the diocese sustainable going forward and this will involve difficult decisions being made in relation to all our properties.

## Communities & Partnerships Framework

The Communities and Partnerships Team (C&P) work together to express our faith in God through working with community engagement and chaplaincy, as well as social and environmental justice. The extreme changes to our society in 2020 as a result of Covid-19 and the lockdowns have brought many challenges to C&P, much of which relies on social and pastoral contact in order to care for the lost, the lonely and the unloved. Several of our core projects were stopped in their tracks and several staff went on furlough for varying lengths of time. Work became more home based as the Old Palace offices were shut, and the Director's full-time PA, Katie Janman, left her role in September 2020 to take up a new position running an Eco-Café in Folkstone. This administrative role will not be replaced in the near future, so admin resources are being shared across the frameworks. It has been a challenging time, but the crisis has highlighted the many ways in which parish and community engagement with social justice and care for the vulnerable has blossomed. Innumerable imaginative and responsive initiatives have been set up around the diocese, which have demonstrated the enormous desire and ability of our Christian communities to care for those locally in most need.

The **Environment Working Group**, led by Teresa Redfern and assisted by Karen Adams, continued to promote environmental and social justice for God's creation, helping the diocese to move towards its aspiration of becoming carbon neutral by 2030, through Eco-Church and Green Pilgrimage initiatives, and by bringing issues of environmental justice into the public square, and into the diocesan action plan and strategy. Online seminars and webinars were delivered. Teresa Redfern was appointed to the DAC, in order to promote environmental issues regarding church buildings, whilst Director, Jonathan Arnold and other officers pro-actively helped parishes and deaneries to think creatively about how their buildings are used for the benefit of the wider community and the environment, as well as local sustainable community projects.

**Together Kent** (TK) is a charity, chaired by Val Wallis, within the Diocese of Canterbury that brings people together to share best practice and build

capacity. Issues of low income, debt, lack of skills, poor mental health and isolation are complex and closely interlinking, trapping communities and individuals in a web of poverty. TK has recently 'disaggregated' from the Church Urban Fund so that the trustees are now all appointed by Canterbury DBF. Many thanks to Val for her work as Chair and for leading this process. We have projects within TK which are doing great work, which include **Break the Cycle and Connecting Canterbury**.

The **Break the Cycle** project, led by Keith Berry, which offers supported accommodation and community support in Newington, Thanet to young men leaving Elmley Prison who would otherwise go into homelessness gained more funding and, as of now, is ready to accept the first intake, with professional support from an experienced worker, Nicki Wood, in partnership with Seetec. As Keith Berry moves on in July 2021, operational diocesan oversight will be given by Karen Adams, under general oversight of C&P. Over the past few years Keith Berry has raised hundreds of thousands of pounds to bring Break the Cycle to fruition, and we thank him for all his dedication.

**Connecting Canterbury** (CC), led by David Hartwell, continued to serve and help people and families in need in Canterbury, and throughout lockdown our support was principally via our dedicated phone and the internet. Referrals came from clients themselves, Canterbury Food Bank, Salvation Army and other churches, Social Workers, the City Council, and other agencies. Thanks to the generosity of our Christian supporters through Churches Together (including payment of a families' rent arrears, at risk of eviction), we made many small, discreet emergency grants for heating and transport etc, and for larger grants up to £150 for white goods etc, we had wonderful support from Acts 435. There was a huge increase in need, and we also continued to urge people to bank and save responsibly, through our links to Kent Savers Credit Union.

Our Kent Refugee Officer, Domenica Pecoraro, continued to work with refugees and asylum seekers within the Canterbury Diocese, identifying the current and future needs of this vulnerable group of people in order to guide

where the Diocese can most usefully provide support. 2020 projects included a Voices of Welcome project, designing and awarded funds for £6,500 for a new project to work with secondary schools; fundraising £3,000 on behalf of Kent Refugee Action Network; supporting Canterbury Welcomes Refugees in securing fund £4,000 to deliver online educational support to refugee families in Canterbury; becoming part of World of Neighbours and representing the National Church in an international arena of practitioners; providing help and provisions to asylum seekers in Napier Barracks, and campaigning for the rights of asylum seekers accommodated there. Jonathan Arnold facilitated two meetings concerning Napier with Archbishop Justin, Bishop Rose, MPs and Councillors.

The **Refugee Officer in Northern France**, supported by Canterbury Diocese, Diocese in Europe and USPG, works in Calais and the surrounding area with asylum seekers and refugees. The post became vacant following the departure of Kirrilee Reid in September 2020. Kirrilee forged strong links with Maria Skobtsova House, a safe house for refugee women and children. The three partners hope to re-appoint, when work permits allow, at the end of 2021 or start of 2022.

The **St George's Community Meal** is a weekly evening of hospitality, welcome, hot food, and community engagement at St George's Parish Hall in Ramsgate. It is run by a committed team of volunteers and funded from grants and donations. The project stopped in March 2020 due to Covid and Nigel Clarke stood down as leader. Food from St George's has been distributed through the year from Sharon Goodyear's Food Club. Matthew Hergest has now joined as leader of the community meal and member of C&P. We re-open end of June 2021.

Our **Overseas Partnerships** include overseas mission partners in Madagascar, Germany, Arras and Bec through the overseas working group, led by Rev Carol Smith. We hosted a small visit from our German partners in October 2021, including tree planting at Shepherdswell, but they had to return early due to Covid restrictions. We expect to host another German visit in Spring 2022. Jonathan Arnold and Bishop Rose hope to visit Madagascar soon.

**Interfaith** work included Jonathan Arnold helping to plan the Interfaith Week and Stephen Laird's Kent University Chaplaincy, which is a multifaith team, who jointly planned interfaith events.

The Director of C&P remained a trustee of the **Canterbury Diocese Association for the Deaf**, and Karen Adams, in collaboration with colleagues in HR, C&P convenes the Access Group, continued to ensure that disabled staff, parishioners, and others feel supported and included by both parishes and the wider diocese. Karen Adams has also been appointed Bishop's Advisor for Disability issues, and appointed to the National Diocesan Disability Advisors group.

**Pilgrimage:** C&P have been an advisory partner on a European Interreg project that started in 2017. The first stage of the project finished in 2020 and a report has been drafted which will be available to the public on green pilgrimage in 2021. Additionally, a number of meetings have been held between interested partners on raising the profile of pilgrimage and supporting churches on significant pilgrim routes within the Diocese.

The **Diocesan Advisory Committee** (DAC) continued to meet online for most of the year and our Care of Churches Officer, Edmund Harris, completed and had signed off a project for Historic England, consisting of a register and report of churches in the Diocese, forming a useful database of buildings, their requirements and level of structural risk. The completion of this work brought the funding partnership (for the Care of Churches Officer role) with Historic England to an end. Many thanks also to Charles Josefson for his diligent work as Assistant Care of Churches Officer.

From May 2021 the DAC will no longer be part of C&P but a separate department under the line management of the Diocesan Secretary.

Our **Chaplaincy** work includes the **Anglican Chaplain to the University of Kent** (see separate report below), and our **Rural Business Chaplain**, Rev Chris Hodgkins, supported with Link Funding from the Church Commissioners, who supports those working in the rural business sectors, and provides

pastoral and practical support to farming families dealing with issues that cause them stress and anxiety. Due to Covid, much of the farm and agricultural chaplaincy visiting became impossible and Chris has been on furlough from his chaplaincy role for much of 2020.

The **Voluntary Chaplain to the Port of Dover and Eurotunnel**, David Slater led an ecumenical team for Dover port workers (all companies) and passengers, the RNLI Lifeboat team and visiting seafarers, and attends to the needs of Eurotunnel passengers and staff, especially at times of high tensions. The year was characterized by Covid lockdown and many vessels being docked, including cruise ships. David led a fantastic response to the travel and traffic crisis in December, when France closed its borders, helping lorry drivers with food, water, and blankets. An emergency fund was set up, a large donation given by Dover DC, and the Archbishop visited to thank volunteers, with Jonathan Arnold, after Christmas.

**Kent Workplace Mission:** David Slater writes, "Workplace chaplaincy has been difficult for the first part of the year with many businesses closed or not allowing visitors. Even when visits are made it is hard to know if someone missing is working from home, furloughed, or fired. Ship visiting has been impossible. Where people are in offices good conversations have resulted, especially people suffering bereavement and not getting other support. When office life does resume many relationships will need to be rebuilt from scratch."

**Kent Emergency Chaplains Scheme:** David Slater writes: "Emergency chaplaincy was on hold due to funds being still inaccessible due to changes in church leaders. The December situation at Dover has resulted in some funds becoming available and a recognition at county and district level of the great potential available through churches. Working ecumenically, rather than 'Anglican driven', is getting some access to areas such as Ashford and Ramsgate. The explosion (4th May) in Ashford did at least get the Salvation Army called to give welfare assistance rather than the Red Cross."

**Anna Chaplaincy** is an ecumenical, community-based, chaplaincy promoting

the spiritual welfare of older people. The C&P Director chairs the Anna Chaplaincy Reference Group and supports Friendly Singing – a community singing project for older people, funded by the Friends of Canterbury Cathedral. During the Covid crisis musician Adrian Bawtree made many sing-along videos for online use and for care homes. In the autumn there was a successful webinar entitled Ministry with Older People.

Our diocese is home to several thousand Travellers whose ancestors first came to these shores about 400 years ago. Our new voluntary **Bishop's Advisor to Roma, Gypsy and Travellers communities** (and member of C&P), Martin Burrell, appointed in the summer of 2020, is building a chaplaincy team and leading national online training courses for those interested in this work. He has also organized national training webinars for those interested in this chaplaincy.

**Ignite**, an SDF-funded Fresh Expression form of church which comprises of plants across the Diocese and in Guernsey. It is a combination of community outreach and weekly evening events which present the Gospel in a friendly and interactive way and enables people not engaging with traditional church, to meet Jesus and have their lives transformed. Ignite leaders, Patrick and Debbie Ellisdon, have had their working routines and arrangements significantly affected because of Covid. Physically visiting any of the Ignite Plants has been difficult, because they have not been running and they have not been able to visit any of our Enablers because of either travel restrictions, social distancing or them being furloughed. This has resulted in them having to work exclusively from home and having use the Zoom and Teams applications to meet with the Ignite team members. Although Zoom has in many ways been helpful, it cannot replace physical meetings. The plants in the summer 2021, and the project has been given extended funding from the Church Commissioners until 2023.

**Canterbury District Fairtrade group** continued to work to raise local awareness of the Fairtrade system and to promote the use of Fairtrade products to tackle the challenges of global poverty, injustice, and environmental sustainability.

The **Clewer Initiative** is the Church of England's response to modern slavery, working to raise awareness of the issue, identify victims and provide victim support and care. Jonathan Arnold sat on the South East board for Clewer and there were online webinars in the Diocese concerning County Lines.

**Funding:** a number of applications for funding, made by Karen Adams, have been made throughout the year resulting in two successful Kent Community Foundation grants being given for work. One was to support the work of St George's throughout the pandemic and the second was for refugee work in the Diocese. Karen also raises money for CC through Acts 435. Keith Berry has funded Break the Cycle through TK, and David Hartwell regularly raises funds for CC. Our Refugee work is funded through private donations and the Bishop's Justice Appeal, [to which you can donate here](#).

*The Revd Jonathan Arnold*  
Director of Communities and Partnerships

*Jane Ashton*  
Co-Chair, Communities and Partnerships Board

## Anglican Chaplaincy, University of Kent 2020

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); just over 20% are European/overseas, including many more students traditionally designated as 'BAME'. From a mission and ministry perspective, my work has always been 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 services (always followed by lunch) on campus provide a Eucharistic heart to the ministry. The Staff Reading Group is an 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.

For most of 2020 it was not possible to run things as normal but the Chaplaincy's profile among students and staff was maintained, and some aspects of its operation were strengthened. Student and staff engagement was facilitated by a range of online offerings (worship, meetups, signposting to other online resources). These offerings were collated and promoted to a growing mailing list through a weekly e-newsletter, ecumenical and multi-faith in spirit and including lively editorial and short articles from a range of contributors. This presented the chaplaincy as unified and collaborative which, itself, is an important message. Even pre-Covid, students were used to approaching the chaplains via email/phone (often happy to have questions and pastoral issues addressed using that medium) and this continues to be the case.

The Covid situation has brought with it unprecedented 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: this is due to the greater accessibility of meetings (via Zoom etc) and because the University is moving through a painful time of re-structuring, involving movements and changes of staff. From an academic perspective, I have continued my Biblical teaching for St Augustine's College of Theology online, and have been glad to draw on University resources in developing and updating my New Testament and Islam specialisms; and researching for articles for publication: these are vital offerings, given the sector-wide pressure on 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. 2020 saw the creation within the University of Kent (but with national and international ambitions) of the Centre for Anglican History and Theology (CAHT), and I am pleased to have been a founding member and have already chaired one of its meetings.

When things return to 'normal' it will be 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 2020 (and into 2021). In 2020 a 'Council of Reference' was set up within Communities and Partnerships to support my work, and it is hoped that this will provide a context for some new thinking which will be both realistic (in the face of the inevitable challenges) and visionary.

*The Revd Dr Stephen Laird*

Anglican Chaplain and Lecturer in Theology and Religious Studies,  
University of Kent

# **Children, Young People and Education Framework**

## **1.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.

## **2.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.'

## **3.COVID-19 Response**

There have been both adaptations and lessons learned during the pandemic: more regular email updates to schools and pastoral conversations with leaders and local ministers, advice on helping to navigate uncertainty and resources targeted to reduce burdens on teachers' planning, such as weekly collective worship videos. We reimagined Cathedral Schools Days online and have also made our training courses more accessible by developing a flexible offer. At the same time, we have kept our eyes looking ahead, publishing a bereavement pack and a suite of resources entitled Rebuilding community... rebuilding the wall to support leaders in approaching the 'rebuilding' of school communities as lockdown periods eased.

It has been really inspiring how churches and school staff have connected with families in purposeful and sensitive ways within their shared communities; keeping in touch with vulnerable families by telephone, delivering meal vouchers, food parcels, resources and stationery packs, or simply offering a listening ear. It is undeniably hopeful that people joined together to serve others willingly, promote equality and call out injustice.

## **4.The Diocesan Board of Education**

The DBE serves 104 Church of England schools within the diocese, equating to approximately 25 800 pupils. These schools are supported through school improvement advice, consultancy and training, in addition to materials, policy and guidance on issues relating to Christian distinctiveness and inclusiveness.

### **4.1.Statutory responsibilities**

The DBE is required to provide an annual report to Diocesan Synod on its statutory responsibilities. Summaries of those duties and related activities during 2020 are as follows...

*To promote education within the Diocese of Canterbury, according to the faith and practice of the Church of England (CE):*

- In addition to publishing resources and creating a varied training offer, our team focused on the quality of church school inspections, deciding to adopt proposed national changes to SIAMS Quality Assurance processes
- Preparations for the implementation of a new DBE Measure
- Implemented the second phase of Relationships and Sex Education and Health Education support for schools
- Initial Ministerial Education: established placements for curates in schools

*Promote religious education and religious worship in schools in the diocese:*

- Established a training course for Religious Education (RE) Subject Leaders
- Planning guidance for both RE and Collective Worship
- Supportive engagement with schools preparing for a SIAMS inspection in 2021

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

- Agreed a Strategy for school organisation and an operational plan for expanding educational provision. The strategy advocates extending the availability of a CE education to more families across the diocese, as well

as ways in which they might encounter the Christian faith. Our aim is both to open new church schools and to think creatively about encouraging and planting new worshipping communities.

*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
- Adapted to a new national model of capital funding for Voluntary Aided schools

#### **4.2.Performance**

On present inspection data, 99.0% (SIAMS) and 95.7% (Ofsted) of our 104 diocesan church schools are graded Good or better.

#### **4.3.Leadership**

DBE officers continue engagement with the CE Foundation for Educational Leadership, with the ambition of sustaining and developing a movement of inspirational leaders. Niki Paterson, Deputy Director of Education completed the Diocesan Education Leaders Programme, four candidates from diocesan schools were awarded the CE Professional Qualification for Headship, and we continue to run a 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, well-being, and nurture of headteachers, offering time for reflection and renewal through the chaplaincy team at The Living Well.

### **5.Children and Young People’s Ministry (ChYP’s Ministry)**

#### **5.1.Personnel**

We began the year with a vacancy for our diocesan Children and Young People’s Ministry Adviser and are indebted to the small team of skilled, creative parish children and youth ministers who faithfully initiated and

enriched networking opportunities, signposted resources and curated COVID-19 advice for colleagues. Although the position was filled in the Spring, the person appointed sadly left for personal reasons. After a second recruitment round, we were delighted to welcome Ben Hatfield to the team in November.

## **5.2. Growing Faith (GF)**

The GF adventure seeks culture change, so we have continued to ask the question across different settings: what do these activities and decisions mean for our children, young people and households? This was at the heart of a Bishop's Day in December entitled What makes children and young people flourish? which included a keynote speaker, group discussion and an introduction to our diocesan Growing Faith reflection tool for parishes.

## **5.3. Youth Hub, Sittingbourne**

Until the national lockdown was announced in March, the Youth Hub had been achieving success in building fruitful relationships with local schools, disciplining young Christians and enabling young people in leadership, both in staff and volunteer positions at the Hub. Throughout the summer and autumn, due to high infection rates in Swale, it was deemed unsafe and unwise for the Hub to open, so activity was paused for the rest of the year.

## **5.4. Faith and Nurture Project**

The second phase of the Faith and Nurture research project concluded in December. Consultant Ronni Lamont's report highlighted that:

- young people are extraordinarily ready to talk about their spirituality if given the setting and space to do so and if they have your trust
- the power of a good chaplain, whether attached to uniformed organisations (cadets) or schools, can be instrumental in making the church more relevant and accessible
- joining a church choir can be good for helping young people to stay in the church
- young people have a desperate need to be treated like adults and to be active members of a worshipping community

## **6.Looking Ahead**

Acting on the climate emergency, responding to the mental health crisis and creating contexts that allow for connection across generations are all key challenges ahead of us. Outdoor forms of church may be a timely response to these needs as they are intrinsically linked to nature, positive for mental wellbeing and accessible for all ages.

In relation to schools, DBE officers plan to work closely with diocesan colleagues engaged in developing strategies for rural ministries, developing an overall strategic plan for small and rural schools to be sustainable and viable, with a clear idea of where they fit into the diocese's wider vision for rural communities.

Above all, we must focus on issues of diversity and racial, social and environmental justice. Allied to this, greater involvement of children and young people is vital to the health of the church; their voice must be heard, valued and shared more intentionally. Thus, we are developing plans for Archdeaconry Youth Forums; action learning environments to empower and equip young people in leadership and a platform for responding to contemporary issues that matter to them, hearing and amplifying their voices throughout our church governance structures.

*Canon Quentin Roper*  
Director of Education

*Dr John Moss*  
Chair of the Board of Education

*The Ven Jo Kelly-Moore*  
Co-Chair of Children and Young People's Framework

## Mission and Ministry Framework

Most sadly we farewelled **Peter Ingrams** in May after 14 years as Local Ministries and Growth Advisor, a priest who offered his heart and soul and many gifts to every parish in the diocese. Peter made a huge contribution leading and facilitating lay ministry development, resourcing local churches in their working together, the development of prayer and discernment.

Listening to those engaged in mission and ministry in our communities has shaped the learning and development gatherings and connections his team has initiated, sponsoring and honouring the gifts God has given his people for the seismic culture change we need. This has included Changing Lives Conversations (creating materials now used by the national church); Spiritual accompaniment training, networking and connecting for the entire diocese; Changing Lives Prayer Network with its calendar, prayer cards, and Keep praying threads; local facilitations for mapping; ALM and church officer training and support; Deanery Mission Accompaniment for discernment and planning; Deepening discipleship; Pastoral care and Worship leader training events and webinars. These are challenging and exciting times to work with the congregations and leaders of our churches. We thank God for Peter's rich ministry, collegiality, integrity, wisdom and friendship.

The core role for **Steve Coneys** as Mission and Growth Adviser is both to engage individual disciples in God's mission and to enable corporate culture change (so that congregations are engaged together in the mission of God). This can be expressed as Missional discipleship: following Jesus together in the world (the title of a 2019 Paper by Steve Coneys and Peter Ingrams exploring the interrelatedness of Changed Lives Conversations and Missional Learning Communities). This core task correlates with the diocesan vision principally through Missional Learning Communities (MLC) and secondarily through other work such as enabling the Creative Mission Forum and the Deanery Mission Accompaniment Team, along with mission action planning, facilitation, teaching, supervisory and mentoring work shared with other diocesan officers. MLC energises both individual Christians and whole congregations in service and mission through a process of local culture change. This contributes to each of the diocese's declared aims: rooted in Scripture and prayer, the process generates confident and creative disciples,

able to speak of God's activity in public, and ready to engage in just and life-giving partnerships. The third wave of MLC begins in June. At present a further eight incumbents are gathering MLC teams (representing up to 20 churches), to join the eight incumbents and teams (20 + churches) presently engaged. It is important to note that MLC works at the level of the congregation – so one cannot assume, for example, that all congregations in a multi-parish benefice are engaged. Even so these numbers reflect the theory of change MLC is based on. This suggests that pioneers and early adopters will form 15% of our diocesan system (incumbents or benefices), that 15-20% engagement will 'tip' the system into the kind of change we want to see, and that an early majority could then ensue.

As Warden of Readers **Nigel Collins** has overseen the ongoing ministerial development, support and training of 127 active Readers in the diocese, plus seven presently in training. During the year ministerial responsibility for the 31 Readers in the Channel Islands was transferred to the Diocese of Salisbury. During January and February around 20 people attended a 'Come and See' evening with a view to exploring licensed lay ministry; this meant that when the lockdown occurred there were some expressions of interest to be followed up. Due to public health restrictions and guidance, the discernment and selection process and the admission and licensing of seven new Readers was completed online.

Regarding Fundraising, Stewardship and Generosity **Liz Mullins** reports that we are now limiting capital fundraising support to signposting advice elsewhere for two reasons: there is less capacity in the Diocese, and the sources of funding which churches have relied on are no longer available, particularly as church projects and/or repairs no longer fit the criteria for lottery funding. Stewardship activity was necessarily limited in 2020, as the adviser was furloughed for lengthy periods of time and seconded to the Diocese of Rochester two days per week from May onwards. Stewardship campaigns which were booked were all cancelled, however, there was a stewardship campaign in Adisham in March which is worthy of note because many people from the village, who do not go to church came to the presentation. We believe this is because church and the parish council have

been working closely together in recent years on community events and fundraising events and good relationships have built up. The focus in promoting digital giving switched from contactless card readers to online giving when churches were shut. The number of online accounts was 35 at the beginning of 2020 and 95 at the end of the year. Most of the growth came nearer the end of the year. More work needs to be done in this area. Total transactions in 2020 were £49,128. Total transactions for the Southern region were £1,231,358. The National giving team came on stream during 2020 and have produced some good new resources and training and have been very active in supporting the giving adviser network.

The past year has posed a number of challenges and provided exciting opportunities for the M&M Admin team. The team is comprised of **Sarah Lucas, Lynne Preston** and **Marianne Hambrook**. Theirs is a support function, with a core purpose to operationalise and enable the enhance the work of the wider team. The challenges this past year included periods of furlough which interrupted work processes and objectives. At times communication has been slow and work became disjointed due to delays in other areas, so it became necessary to learn new technologies rapidly in order to operate and to stay in contact with each other. Marianne's oversight of the admin team aligned areas of work according to gifts, skills and areas of interest, and this along with regular 1:1 and team meetings helped the team's positive engagement with challenges and wellbeing, and greatly improved productivity, efficiency and, therefore, happiness in the work. A number of webinars and training sessions utilising Zoom have had very positive feedback, including Keep Praying with Bishop Rose, Minister as Learner, Missional Learning Community Gatherings, online retreats and prayer webinars, New Clergy Induction, a Bishop's Day for Living in Love and Faith, CMD training sessions, MDR Reviewer gatherings, Worship Leader training, Deepening Discipleship course. Sarah has initiated a Virtual Learning Environment (VLE) using Moodle which we are currently trialling. We hope to make this available for all training. We envisage a hybrid offering of development and training opportunities for mission and ministry going forward. These will enable more people to engage across the diocese, cut costs and travel.

The **Canterbury Diet** has become central to ministerial support and development. It includes the provision of spiritual direction and pastoral supervision, along with specialised training events that focus on learning, leadership and mission. Clergy wellbeing seminars are being offered later in the year, alongside courses in working with conflict, leading change, and managing people. A Canterbury Diet for Licensed Lay Ministers, and for Recognised Ministries is nearly ready to launch.

**Jon Marlow** joined the team in October 2020 as Diocesan Director of Ordinands (DDO) and Vocations Officer. We are grateful to The Revd Dr Jenny Corcoran for acting as DDO during the vacancy, especially as this coincided with the start of the Pandemic and the moving of national assessments online. Jon's arrival coincided with a shake-up of the way discernment for ordained ministry takes place across the Church of England. The current nine 'criteria' are being replaced by six 'qualities' and the BAPs (Bishops' Advisory Panels) which many of our current clergy will have attended, are being replaced by a two-stage national process. This new format will start being used in the Autumn of 2021, so our current ordination candidates are being prepared in a new way for the new process. Candidates now work in cohorts of six, working with two of the DDO team as facilitators. At present there are four of these groups running, with a total of 20 candidates. New groups will be convened as there is demand from candidates and capacity from the team. Another exciting new thing is that six of the candidates are exploring the Distinctive Diaconate. In his role as Vocations Officer, Jon has also been working collaborative with other members of the M&M team to support the discernment of vocations to lay ministries. He continues to play a key role in the oversight of ordinands in training and the placement of curates. Since his give booklet 'Thriving in Curacy' was published earlier this year, Jon has been in demand as a speaker at college events for Training Incumbents and their new Curates. This has been made possible by the growing comfort of institutions to deliver online training, just as the work of vocations discernment is give a wider reach and more shorter response time thanks to the use of Zoom. As we move forward out of the pandemic, online meetings are likely to become the standard, rather than the exception for keeping in touch with candidates and ordinands.

The work of the formation and training of curates led by Tim Naish has, like so much else, been affected by the pandemic. Apart from the opening day of training in September, at which some were present in person and others online, our training events have happened through Zoom. Curates' seminar and support groups have also taken place virtually. Despite the restrictions, a full programme of training has been possible, and curates like so many others have learnt surprising new skills, and shown considerable creativity. It has been especially tough on those in the first year of their curacies, who have missed the encouragement and mutual support that gathering together brings. It is the things 'round the edges' of our Saturdays and weekends that have suffered – eating together, conversations in corridors or over tea, coffee and other beverages, which often seem peripheral but are actually as important as any of our other work. One new feature of the programme for second year curates has been the requirement, in the light of Growing Faith, that they undertake a placement in a school as part of their growth in experience and understanding. During the year a review of the IME 2 provision shared between us and Rochester has been led by an external advisor, and we are currently evaluating recommendations.

*Canon Neville Emslie*

Director of Mission and Ministry