

APPENDIX J

MEMBERS QUESTIONS

Question 1 - Harry MacDonald, Canterbury Deanery

With reference to the Diocesan bold outcome of 200 new Christian Communities by 2030, is it anticipated that these Christian communities will largely be led by the existing clergy, new clergy or mainly by lay leadership?

What plans have been put in place for training the leaders of these new Communities and has any money been allocated for this in the budget?

Is it anticipated that these communities will celebrate the Eucharist and, if so, how will provision be made for this given that our existing ordained clergy are fairly busy?

Response from Steve Coneys, Mission & Growth Advisor and Iain Blythe, Diocesan Secretary

In establishing the Three Bold Outcomes, Diocesan Synod set a challenge to our congregations to reach people in all spheres of their life — home and local community, work and education, social and digital, traditional and unconventional. To do this would mean that most churches and across the diocese would start something “new” to reach people in their own context.

New Christian Communities (“NCCs”) seek to serve those who don’t currently engage with a church community. They create a place where people are able to worship God and learn about following Jesus in their life whatever context they relate to.

The most recent data we have (using the Fresh Expressions information from the annual statistics for mission returns) suggests new communities were evident in around 1 in 15 churches in 2023-23. (This by itself suggests that our bold outcome of 200 NCCs by 2030 is not really very bold at all. If we launched one every 14 of our 300 churches, we would just about get there in time.) However, of those reported in 2022, only 17 were also reported last year suggesting there is much to do – and much support needed – to put these new communities on a firmer footing.

Our Learning with Ignite is very helpful here. It turns out that clergy involvement with Ignite has been a significant factor in determining whether a given Ignite is sustainable, possibly the most significant factor – but maybe not in the way the question anticipated. In short, those Ignites which have been actively supported by local clergy and seen as part of the local church, appear to have a sustainable future. Those that were not have either closed or may well do so.

On the basis of this, NCCs will generally be led by lay leaders and lay teams but with the active and crucial support of clergy.

The DBF will continue to explore new funding, new opportunities and ways to support those who want to establish NCCs.

Question 2 - Harry MacDonald, Canterbury Deanery

- 1) The rules clearly say that the Lay Chair is to be elected from members of Synod but don't see any similar requirement for the Secretary (Administrator) or the Treasurer. Diocesan Synod's Rule 11 simply says that Synod "shall appoint".

Is there any requirement and, if not, is the person appointed considered to be a non-voting member of Synod (unless already a member)?

- 2) Para 16(1) of the Church Representation rules state that:

The members of the house of laity of a deanery synod are –

(c) each deaconess or lay worker who is licensed by the bishop to work in the whole or part of the deanery,

I am aware that this may refer to a very specific meaning of the word "deaconess" (especially as there is no reference to a deacon). Can you advise the situation regarding a deaconess in the modern sense of the word, is she automatically a member of the House of Clergy, automatically a member of the House of Laity, eligible to stand for the House of Laity or do some other rules apply.

Response from Winckworth Sherwood

- 1) The Deanery Synod rules are silent on whether the secretary and treasurer must be appointed from among the members of the synod, therefore on this basis the assumption would be that they can be external appointments. There is nothing in the Church Representation Rules that prescribes that appointments must be internal.

There doesn't appear to be a general rule of thumb - some Dioceses require the Deanery Synod secretary and treasurer to be appointed from among existing members and some allow external appointments. However where an external appointment is permitted, that does not confer membership of the synod unless that person is also co-opted - it simply permits attendance at standing committee and synod meetings.

- 2) "Deaconess" refers to the order of Deaconesses as set out in Section D of the Canons. A deaconess was the form of lay ministry available for women prior to ordination being permitted. This should not be confused with ordained deacons/distinctive deacons who happen to be women. Such

persons would be considered clerks in Holy Orders and therefore members of the house of clergy if licensed to a parish.

Question 3 - Harry MacDonald, Canterbury Deanery

Thank you for the further insights into the thinking behind the 200 new worshipping communities and the lessons to be learned from Ignite and Fresh Expressions however, it does not seem that we are likely to launch an Ignite project in every parish, more like one in every Deanery, so clearly other models will be needed.

However I do not see that the issue of leadership training was addressed, especially as it seems that these new communities may need to be significantly different from what we are all familiar with. "The DBF will continue to explore new funding" seems unlikely to provide the leaders we will need in time.

In addition the issue of the celebration of the Eucharist has not been answered. We are not training sufficient curates to do more than maintain the status quo. Does this mean that Lay celebration of the Eucharist is being proposed for these new worshipping communities?

Response from Steve Coneys, Diocesan Mission & Growth Advisor

New Christian Communities (NCC) seek to serve those who don't currently engage with a church community. A NCC is a place where people are able to worship God and learn about following Jesus in their life in a context they relate to.

All fresh expressions of Church (fxC) are NCCs. However not all NCCs are fresh expressions of Church because the latter are generally seen as having more strictly defined criteria. For example because fxCs are fx of church (and in our case Anglican expressions) they are expected to practise, or to be working towards, the two dominical sacraments. This would not be the case for all NCCs.

We have recent data for fxC, as these are required to be included in the October Statistics for Mission.

In his 2023 Canterbury Church Attendance Report Bob Jackson surveyed those 177 of our churches which had submitted data in both 2022 and 2023. On this basis he found there had been 12 new fxCs in our diocese in 2023. (1 for every 14.7 churches in the survey.) This by itself suggests that our bold outcome of 200 NCCs by 2030 is not really very bold at all. If we launched one fxC for every 14 of our 300 churches, at this rate, we would just about get there in time.

However, of the 31 fxC reported the year before, in 2022, only 17 were also reported in 2023, the inference being that 14 had closed.

This implies that the diocese is already giving birth to new worshipping communities at the required rate or more, as there must be some others that are not fxC. However, this is in the context not of growth but of decline – the death rate cancelling out the birth rate (and the survivors are shrinking). The outcome might not be very bold, therefore, and it may not be very useful. The issue is keeping fxC (and probably NCC) going, not just starting them.

Our Learning with Ignite is very helpful here. Ignite is intended to be a fxC. It turns out that clergy involvement with Ignite has been a significant factor in determining whether a given Ignite is sustainable, possibly the most significant factor – but maybe not in the way the question anticipated. In short, those Ignites which have been actively supported by local clergy and seen as part of the local church, appear to have a sustainable future. Those that were not have either closed or may well do so.

On the basis of all this, NCCs will generally be led by lay leaders and lay teams but with the active and crucial support of clergy. FxCs will work towards baptism and Eucharist, and will need clergy involvement for those. Finally, there are some really good national processes designed to support and develop leaders of NCC and fxC, who will be mainly but not just lay people. Processes such as Greenhouse – which we got near to launching here – and Myriad come at relatively low cost.

Question 4 – Revd Rachel Webbley, General Synod, Reculver Deanery

How often are the regular meetings for Area Deans and Lay Chairs with

- Archdeacons and ‘PMO’s? (What does PMO stand for?)
- Facilitators of Action Learning Sets?

How is the impact of this investment of time being tracked and is feedback gathered from Area Deans and Lay Chairs around how this affects their capacity?

Which of our Area Dean and Lay Chair colleagues were involved with the SPB online discussion forum and was this national or diocesan? What has the impact been in terms of local ministry and mission?

What does DIP stand for? Which part of the church will fund the £30K Strategic Data & Measurement PMO post? What ‘base data’ from the Deaneries will they be maintaining and are there currently any projects that have come out of the Deanery planning to track? Who will line manage this post and how will it fit with our wider Diocesan structures?

What are ‘local mission enablers’? Who will be considering the feasibility of them providing capacity ‘on the ground’, and what does this mean for parishes?

Since January 2021 parishes have been directed to focus on and invest many hours of missional time and energy into the Deanery Planning process ‘towards a sustainable and flourishing future’, with its most recent iteration being a ‘tracker template’. Should

parishes now divert their energies to return to the 'habit' of Mission Action planning and how does this relate to the Deanery planning element of the Diocesan strategy?

Response from Colin Evans, Strategic Programme Manager

Meetings between Archdeacons and Area Deans and Lay Chairs of each deanery are typically every four to six weeks, with a mixture of online and in-person meetings. No meetings are held in August. PMO stands for Programme Management Office which is currently comprises our Strategic Programme Manager (Colin Evans) and Programme Officer (Simon Marsh).

Larger meetings tend to vary between Archdeaconries and with demand but group meetings with all Area Deans and Lay Chairs meet twice a year in person.

While formal feedback is not obtained, anecdotally all parties find them useful.

Action learning sets for Area Deans and Lay Chairs are 4 times a year. Anecdotally they are greatly appreciated. The content of inquiry in the Sets is led by the participants' sense of what they need.

The Mission & Ministry team intend to conduct some research into participants' sense of the Sets' efficacy in due course.

Setting up an online discussion forum was requested at a diocesan-wide gathering with Area Deans & Lay Chairs and SPB (which takes place three times a year) to enable greater discussion of topics. The discussion forum was piloted with a small group of volunteer Area Deans and Lay Chairs earlier in the year and was formally launched at the Area Deans and Lay Chairs residential in June. It is one of several avenues of communication and its usefulness will be reviewed in due course.

"DIP" refers to Diocesan Investment Programme Funding run by the national church. Funding for the Strategic Data & Measurement PMO post is being met by the national church as part of the DIP funding awarded.

The post holder is expected to develop a comprehensive understanding of all types of datasets available within the Diocese, including demographic data, attendance records, retention statistics and financial records, whilst identifying and implementing appropriate tools and methodologies for collecting and analysing new data insights. This will be important, not only for assessing the success of the funding requests made for projects in Maidstone and Thanet but also for new funding requests which will aim to secure larger funding for projects across the diocese.

The post will report to the Strategic Programme Manager, and will lead data analysis work for projects as needed, providing statistical expertise and composing narrative insights for project reports to inform decision making, support funding cases and investment requests. It is intended that deanery plans will play a significant role in this.

Local mission enablers are one option being considered by the Strategic Programme Board and, ultimately, by Archbishops' Council will decide once any proposal can be recommended. Current thinking is that they would be posts based within each Archdeaconry to directly assist parishes and deaneries. Funding would be needed for these posts and consultation will be key to any proposals brought forward.

Parish Mission Action planning has always been part of the deanery planning process and they are key in each of the sixteen deaneries in establishing effective plans at deanery level. Renewed support was announced for deanery planning at the Area Deans and Lay Chairs conference including direct support from a consultant. The Board is also able to call upon the expertise from the NCIs (National Church Institutions) and it is hoped that, with greater direct support, it can assist those deaneries wishing to develop their plans further.

Question 5 – Neil Logan-Green, General Synod, Canterbury Deanery

Please provide the data from the property asset register split between commercial and residential property showing -

- A. value at last valuation(show date)
- B. rent and yield.
- C. for empty property indicate the date it was last rent producing.

Response from Iain Blythe (as the Board does not have a Director of Property at this time)

- A. The Board does not hold commercial property other than the office. Values of landholdings (“Glebe”) and property (“Housing/Freehold property”) are disclosed within the accounts. For the record, the overall value of each is Glebe – £3,826k, Freehold property - £31,360k.
- B. Returns on glebe are very low. Some of the glebe properties have capital value arising from potential development opportunities or amenity value, but very few of them offer a significant opportunity in rental terms. A number have access issues, or long-term maintenance issues and we have arrangements with graziers to occupy in return for maintenance and fencing restoration. Yield varies but is no greater than four percent but, overall, much lower.

The aim with clergy housing is to rent during vacancies were possible. For 2023 the amount spent preparing properties for occupation by tenants was £122k and the total rent received was £747k. Valuations are carried out on a rolling five year basis which was resumed in 2023.

- C. To answer this question, staff would need to go through each of the 168 houses held by the Board, establish the date of the last vacancy and whether the property had been let at that time. The Board does not have the staff available to undertake this task at this time and the cost of management systems to do this is prohibitive.

We can revise answers once the property team is fully staffed.

Question 6 - from Deanery Eco Champions in response to the Net Zero Carbon programme Highlight report for Diocesan Synod July 2024

Questions	Responses Provided by Diocesan House Staff
<p>What is causing the delay to the NZC plan in the diocese? When can we expect the NZC recruitment process to be completed? Are we losing out by applying late for grants etc?</p>	<p>The national church has requested that we work with colleagues in Rochester Diocese with the aim that this achieves far greater outcomes. Rochester is managing the recruitment process and we are told this will be underway imminently.</p> <p>Canterbury DBF is not losing out and a successful application for grant funding for an “Easy Wins” programme was made in June.</p>
<p>How will the diocese inform parishes on the NZC funding possibilities?</p>	<p>Contact will be through email and newsletters. Each funding stream will be given due consideration but the Board would want any process to be simple to avoid complicated and unnecessary administration putting PCCs off.</p>
<p>How can ordinary parishes access funding for projects that could make a difference locally and have significant impact on transitioning to greener energy and moving away from costly fossil fuel prices of energy?</p>	<p>Where appropriate grant applications will be invited and assessed. Information will also be provided on grant programmes when information is received.</p> <p>Parish Buying remains a good source of information and provides information at a national and local level.</p>
<p>What is the transparent and accountable grant process and who monitors how decisions are made around the allocation of grants?</p>	<p>The Minor Repairs and Improvements grants are distributed using a targeted, strategic approach, and not an application-based process. This policy was reviewed and agreed upon by the Archbishops Council in February. This approach was preferred because it allows us to target our neediest Churches and not the most able applicants.</p>

The decision-making process is as follows (the following section is taken directly from the policy proposal agreed upon by the Archbishops Council in February):

- Cases will be assessed against the published criteria and the findings put in writing. PCCs will be a part of that process, with varying degrees of support from the centre, depending on capacity and needs. Each PCC needs to agree to their church being put forward.
- Preliminary research and discussion with Archdeacons and DAC will help map out suitable candidates – focusing on the neediest Churches in the most deprived areas/communities.
- We will use our knowledge of Churches on the ground, along with the Parish deprivation index, to target the neediest Churches in the Diocese.
- Grants will be offered following a quote/tender. Churches will be put forward by the CBSO and assessed for approval by the DAC Secretary, Archdeacons, and the DAC.
- All repair work will have to be recommended in the latest QI – works will be prioritised according to urgency.
- For improvement works: a good statement of need will be necessary, along with advisory/faculty requirements.
- All projects will be carried out and recorded according to B4M guidelines. All awards will be recorded in a sharable file. (details to be ironed out).
- PCC agreement; copies of quotes/tenders; notes of contractors used and tendered for; photographs; architect's certificates (if needed); bills and receipts.

	<ul style="list-style-type: none"> If a Church shows demonstrable need, but lies outside a deprived area, we will adapt our policy accordingly. However, in most cases, we will rely on Parish Map data. <p>We plan to report the proposed allocations to the Diocesan Advisory Committee as part of the approvals process, whether List B or Faculty.</p> <p>A Small approvals committee is to be set up. All grant application forms, once complete, are to be signed off by appropriate members of staff. These include the appropriate Archdeacon, the DAC Secretary, and the Diocesan Secretary.</p> <p>Archbishop’s Council will determine the most suitable process for further grant making when they arise.</p>
<p>What was the process for putting St Luke’s Maidstone forward for the ‘demonstrator’ project funding?</p>	<p>Consideration was given to current faculty applications/proposals and the suitability of same as a ‘demonstrator’ project, also the administrative capabilities of the PCC to prepare the necessary supporting information and complete the forms.</p> <p>It should be noted that work streams are being managed by existing staff at the present time to ensure the Board does not miss out on funding opportunities. Future projects will be overseen by dedicated staff.</p>
<p>When will the £30K be released to Dioceses for distribution and who decides how the money is allocated?</p>	<p>We hope to have this funding in place as soon as possible – we are dependent on the NCIs to release the funds.</p>
<p>How are diocesan departments working with respect to the NZC agenda?</p>	<p>The People Services Operations Team always takes account of sustainability when making decisions regarding the operation of Diocesan House. This ongoing consideration of our environmental and sociological impact has meant that in recent times proactive steps have been taken reduce our footprint.</p> <p>This includes but is not limited to:</p> <ul style="list-style-type: none"> Moving from traditional fossil fuel energy companies to green suppliers with green energy tariffs.

	<ul style="list-style-type: none"> • Reducing electricity usage through a programme of transitioning to LED lighting throughout the building. • Introducing energy saving devices. • Using ecologically sustainable cleaning products as much as possible. • Sourcing sustainable office materials including carbon neutral paper. • Ensuring that all single glazed windows now have secondary glazing. • Reducing food miles wherever possible by using smaller local family-owned firms such as buying milk in reusable glass bottles from a small dairy farm based within the Diocese. • All Tea, Coffee and Sugar are ethically sourced with global farmers paid at least fairtrade rates or higher. • Through more efficient data management, reducing the amount of data held in high energy cloud-based data centres. • Entering into waste contracts with firms committed to waste net zero. Over 75% of our waste is recycled, with the rest being used to generate energy. •
<p>How is NZC going to work with Rochester diocese?</p>	<p>In the first instance, the funding model insists on collaboration between dioceses and geographically Rochester and Canterbury dioceses working jointly makes sense.</p> <p>There will be shared learning across the two areas as well as opportunities to maximise efficiencies in costs and resources and we expect increased opportunities for grant funding.</p>
<p>Where is the leadership and programme to support schools in reducing carbon emissions?</p>	<p>The Department for Education (DfE) strategy for sustainability and climate change (updated December 2023) provides a focus for schools relating to learning about the natural environment, teaching about climate change and sustainability, and building standards and estate management in new or existing schools. A target is for each school to have a climate plan by the end of 2025, with access to a climate ambassadors' programme and a support hub for resources.</p> <p>The national Church of England (CE) Framework for schools is designed to help schools reduce carbon</p>

	<p>emissions and save money by improving their energy efficiency as well as switching to more reliable, renewable energy solutions. It is co-ordinated by DBE Services, a company owned by six dioceses in the north of England. Andrew Collie, our Schools Officer (Organisation and Estates) engages with the Framework through a Diocesan Buildings Officers' network and directly with DBE Services.</p> <p>Additionally, the Framework is examining how to target funding strategically across the CE school estate, based principally on data gathered by the DfE via condition surveys. This relies on leveraging public sector funding to explore and implement sustainability interventions, so it is recognised that plans for carbon reduction will be incremental.</p> <p>As noted in the Diocesan Board of Education (DBE) annual report to Synod, where the DBE supports governing bodies with capital works in Voluntary Aided (VA) schools, planning identifies projects which would ideally involve decarbonised solutions. Projects can be influenced by higher costs or the ability of a governing body to commit its financial contribution, thus we endeavour to employ creative, mixed solutions, bringing in other energy efficient or 'greener' systems such as LED lighting or solar panels.</p>
<p>Why is there insufficient Government funding for schools? Are they expected to raise funds themselves?</p>	<p>Politically, Government should be answerable for the level of funding made available to schools. One interpretation might be that, aside from any issues about the volume of demands on the public purse, there is insufficient funding because the Government is working to a 2050 net zero deadline and, by definition, is unlikely to provide funding at a much higher rate per annum to meet a 2030 deadline.</p> <p>As an additional note, Andrew Collie has written recently on behalf of the DBE to Bishop Graham Usher as lead Bishop for Environment, about the sources and availability of funding in relation to the church's approach to decarbonising the education estate. His response will be received by the Board at its next meeting in September.</p> <p>Despite bidding, we have not yet benefitted from Government funding for public sector decarbonisation.</p>

	<p>However, we know that this funding intentionally does not cover the full cost of decarbonising a school. For a VA school, we could aim to fill the gap with School Condition Allocation (SCA - funding from the DfE that we administer for school capital projects), but there are already multiple calls on this ‘pot’. Furthermore, a recipient school always has to pay 10% of the cost of SCA projects. Until we have a live project to implement with actual costs, it is impossible to predict how big a challenge this will be.</p> <p>The other category of schools within the CE’s 2030 Net Zero target is church schools in Academy Trusts. They are not required to contribute 10%, but will have to bridge the gap between Government decarbonisation funding and project costs. Larger Academy Trusts will look to their SCA for this, but smaller trusts do not have an SCA grant to administer so for them the challenge will be even greater.</p>
<p>What progress has been made with property – e.g. reduction in portfolio, projects to reduce carbon emissions from properties.</p>	<p>As part of the faculty process. PCCs are encouraged to consider both the effect of projects works on the church building’s carbon footprint and any embedded carbon and with the re-use of existing materials and fittings where appropriate.</p> <p>For clergy housing, while the property itself determines the type of energy used, the energy supplier and tariffs are the responsibility of the resident clergy.</p> <p>Where possible the Board will focus on measures to improve properties in line with environmental policy and aims.</p> <p>The Board has made a commitment to replacing oil boilers with ASHP as budget allows.</p> <p>An application to Church Pensions Board for funding under their ‘NZC Demonstrator Housing Grant scheme has been submitted for funding for one of our least energy efficient vicarages. Funding has been requested for a full retrofit, with electric heating and on-site electric generation with battery storage.</p> <p>Within budgetary constraints, fabric-first measures are undertaken in as many of the properties as possible.</p>

	<p>Initially this has focused on increasing loft insulation to 270mm and will move to glazing next.</p> <p>Any proposed new clergy housing built will be built to the highest environmental standards the Board can achieve.</p>
Has there been an audit of land holdings and management?	<p>As a starting point, the Board undertook updated EPCs on all clergy housing in 2022/2023 so we have updated data on current banding and achievable banding.</p> <p>The Board's land agents carried out an initial assessment of glebe in 2023/4.</p>
Do we have data monitoring EFT returns year on year?	<p>This will be developed once the joint appointment with Rochester DBF is in place.</p>
Has there been any monitoring of carbon emissions with regard to staff reimbursable travel?	<p>Staff and Officers are encouraged to take public transport, wherever possible. The Diocese has recently revised its expenses policy for staff reimbursable travel to encourage public transport for longer distances. Where there is a need to travel to locations which have nearby train stations, reimbursement is to be capped at the cost of a standard class advance train ticket.</p>