



# archdeacons' visitation news

Spring 2017 - issue 9

## Our five diocesan goals

Bishop Christopher has set out his vision for the diocese as a people with Hearts on Fire

Bishop Christopher has set out his vision for the diocese as a people with Hearts on Fire.

He has drawn this out further as a diocese. We are a diverse community of churches, schools and chaplaincies in the hugely varied area of South London and East Surrey. We are working hard to journey well together, by our faith in Christ. We're discovering that God's love changes lives, transforms society and sets our hearts on fire with the love of Christ, and we are working to enable others to experience that reality. We are called to:

- **serve our communities**
- **share our faith with great joy and gladness**
- **be the Church; a people with hearts on fire, loving God, walking with Jesus and led by the Spirit.**

In order to know how we are making progress in delivering our vision, the Diocesan Council of Trustees and the Synod have agreed five strategic objectives or goals for the next few years so that we can measure what we are doing. They are:

1. to grow weekly attendance by 5% by 2025
2. to increase the number of worshipping communities, focusing on areas of population growth, with Fresh Expressions as the tool and greater representation as the goal
3. to grow the financial resource base by 2020: an annual surplus, working reserves of six months' operating costs, and 1% of turnover dedicated to major ministry and mission projects in 2016, rising to 2% in 2020
4. to grow the number of ordained and lay vocations by 50% by 2020 by enabling and discerning ordained ministers, expanding opportunities for licensed and commissioned lay leadership, affirming and growing other forms of lay ministry (eg

worship leaders, family & youth leaders, spiritual directors), offering relevant and enriching training, and creating networks of support and celebration that reflect the diversity of the diocese, our commitment to evangelism and discipleship, and deliver fully integrated and pioneering church growth and fresh expressions

5. to grow leadership and wider representation reflecting the full diversity of the diocese, including ethnicity, age, education, socioeconomic circumstances and tradition.

In this Archdeacons' Visitation News we address each goal and how they impact on parish life.

## Goal 1

### Growth

At first sight 5% by 2025 does not seem that ambitious; after all the population of South London and East Surrey is growing. However we have been on a downward projection over the last few years and we need to turn decline into growth. This takes time and a wise use of resources. We will be continuing to emphasise MAPs for parishes; well over half of our parishes have one, and for some it is time to review and revise the current MAP.

In setting this goal we are not expecting each parish to grow by 5% as a target, but experience has shown that when a parish has a Mission Action Plan (MAP), growth does come. It does need to be a MAP that is outward looking and missional. MAPs that are solely about serving good coffee and having clean toilets don't encourage growth as effectively as MAPs that seek to reach out to others. (However don't get me wrong, I think good coffee and clean toilets are vital; it's all about hospitality and saying to visitors you are very welcome, please stay with us).

Growth as a diocese also comes when we look for and take new initiatives. Our next strategic objective is about fresh expressions of Church; as we grow more of these so we will grow as a diocese. Will Cookson writes about this in the following section. We are also looking at how we respond to the Mayor of London's plans for development. We bid for and won £1 million from the Church Commissioners to develop the work of Fresh Expressions and respond to the development in one particular area, Battersea Nine Elms and Vauxhall. At the end of five years we hope to see a new church of 600, smaller Fresh Expressions and renewed existing churches around the area, acting as "bridges" between the older estates and the new housing and those who live in both.

The parish statistics for mission everyone so dutifully reports to the Church Commissioners each year are also going to be really key for us in looking strategically about how we use our resources in mission. Thank you for returning them annually. We are exploring how to use these stats along with the indices of multiple deprivation and other data we hold in order to encourage effective growth and to resource this.

Overall I think growth is a matter for prayer and expectation. I believe we should be asking for and expecting every Sunday to welcome new people and helping them find and grow in faith. In Acts 2.47 there is the lovely phrase *"and day by day the Lord added to their number those who were being saved"*.

In the end for all our planning, mapping and strategising, it is Jesus' work through the Holy Spirit to bring people to faith. It is my prayer that as our Hearts are set on Fire, so we will be growing day by day to the glory of Jesus the Head of our Church.

**The Venerable Simon Gates**  
Archdeacon of Lambeth

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## Goal 2

### Increasing the number of worshipping communities, focusing on areas of population growth with Fresh Expressions as the tool

A fresh expression of Church complements existing forms of Church and comes into being alongside them. They seek to be both missional (help people to come to faith) and ecclesial (they form a new congregation or church and don't just act as a bridge). They come in all shapes and sizes – from church plants through messy churches and missional community-based churches to neo-monastic churches. They have been able to reach parts of the community that our churches have traditionally found difficult to reach.



The Moot Community

The diocesan goal in 2017 and onwards is to build on the some 40+ fresh expressions of Church with some 2,400 people in them that the diocese already has. We wish to reach out to those in areas or communities that we have traditionally found hard to reach. We are already seeing the positive impact of them around the diocese: in places like Peckham where a neo-monastic community is being formed, in Greenwich where a

church has been formed around a people group, on the Timperley estate in Redhill where Timperley Church is seeking to meet the needs of the estate, in the ROCK community in Wallington where a missional community has formed to serve the needs of the elderly, or several places where churches have started Messy Church etc.

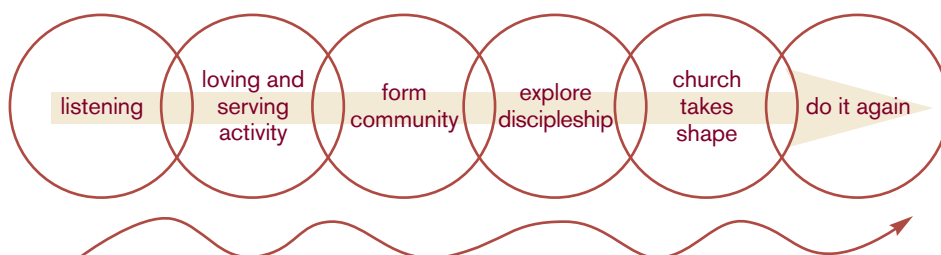
The great thing about a fresh expression of Church is that it doesn't require dozens of people to start one. Indeed, half of those started in Southwark were started with three or fewer people. Their impact can be huge – for every person who is involved, the average is over two people who don't currently belong to a church joining. Besides people, the other thing that many churches struggle with is raising the finance to start one. It is, therefore, good news that we have received funding from the Church Commissioners allowing us to give grants to start and sustain fresh expressions. These grants could be a few hundred pounds up to thousands of pounds for larger requirements.

So, how might you go about starting a fresh expression of Church to reach the people in your parish that you haven't been able to?

First of all, start with what you have – people and resources. See what your passions and interests are and see how they might be of use and offer them to God. Start dreaming and planning what you might do – and don't get worried – this phase often takes time for ideas to gel.

Then as you go forward it will probably look a bit like the following diagram:

### How do fresh expressions come to birth?



underpinned by prayer, ongoing listening and relationships with the wider church



Messy Celebration at Southwark Cathedral

You will find yourself going through a process of listening to your community and to God, finding ways of loving and serving people around you, building community, offering opportunities for people to explore faith and only then start to look at how a congregation or church might take shape.

How can you take this further? Well there are lots of things that you could do:

- bring a group from your church on a Mission-Shaped Ministry Course (we are planning our next course after the summer). Being taught by a wide variety of practitioners about fresh expressions and how to set one up and what you might do has helped many
- have a chat about an idea that you are thinking about – talking things through with others who have pioneered before can be invaluable in helping you form your ideas and maybe even avoid some of the common mistakes!
- look together as a deanery where you have strengths and where you believe that you could use these strengths to reach out to areas or groups of people
- explore available grants to start or continue a fresh expression of Church (contact me below)
- visit the Fresh Expression website at [www.freshexpressions.org.uk](http://www.freshexpressions.org.uk) It is a great resource, giving stories and ideas and a place to explore.

If you would like to explore further, then do contact me to discuss how you could take some of these ideas forward.

**The Reverend Canon Will Cookson**  
Dean of Fresh Expressions

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# Goal 4

## Renewing vocation in the Diocese of Southwark: It's your call

The 18th-century writer Samuel Johnson famously wrote: "When a man is tired of London, he is tired of life; for there is in London all that life can afford." At the heart of Bishop Christopher's Hearts on Fire strategy for building up the Kingdom of God in the rich diversity of communities and cultures that forms South London and East Surrey, even more now than in Dr Johnson's time, is the call to vocational renewal. This call to the whole People of God is an encouragement to reflect on and discern what God in Christ is calling each of us to do in our partnership in the Gospel.

In particular, the Diocesan Vocations Team is seeking to foster growth and diversity in the numbers of those offering themselves for licensed and ordained ministries in the diocese, as well as other forms of Christian ministry, all of which have a unique and special value within the Body of Christ.

The good news is that, over the course of 2016, there has been significant vocational growth and renewal across the diocese. The number entering training for ordained ministry in 2016 has increased by 100% from 2015 and the number entering training for lay ministries (Readers and SPAs) has increased overall by 50% from 2015. At least 25% of all those currently in the diocesan discernment process for formal ministries within the Church are from black, Asian and minority ethnic (BAME) backgrounds; at some Vocations Forums during the course of 2016, 30-40% of participants have been BAME. These are encouraging signs of growth within the key target areas, both as part of our diocesan objectives and nationally within the Church of England as a whole.

A wider range of vocational initiatives have been added in 2016, including Vocations Fairs and Vocations Retreats. The Vocations Fairs in each of the Episcopal Areas have seen excellent attendance, and the Vocations Retreat at Wychcroft in September 2016 was well oversubscribed. We are also seeking in 2017 to increase the number of Vocations Advisers, and the number of Vocations Forums during the year, in order to assist with the growing numbers of those entering the diocesan discernment process.

None of this, however, suggests that we should rest on our laurels! The course of this year will see a number of key vocations events to build on this growth. There are two Vocations Conferences in 2017, focusing particularly on encouraging younger and BAME vocations to ordained ministry, which will provide the opportunity to reflect on this calling in a friendly and inspiring environment. The conferences are all fully funded by the diocese, and so are free for participants.

On 8 April, there will also be a day conference for women exploring ordained ministry at Southwark Cathedral. A keynote address will be given by Bishop Sarah Mullally, Bishop of Crediton, and there will be a selection of seminars and workshops, and time for questions and reflection.

# Goal 3

Growing the financial resource base over the next five years to allow investment in growth for the future. Key measurables include an annual financial surplus, working financial reserves equivalent to six months' operating costs by 2020 and 1% of diocesan turnover annually dedicated to major diocesan ministry and mission projects, rising to 2% by 2020

It is critical for our parishes and the clergy to have full confidence in the finances of the diocese, and we have made really good progress in close management of all costs while making provisions for the future. We will have a surplus to report for 2016, and we are beginning to build up working financial reserves, without in any way compromising our commitments to the parishes, deaneries, schools and communities we are privileged to serve.

We are especially delighted that parishes have embraced the need to give generously, to ensure that we can resource ministry in our parishes. Thanks to the parishes, we achieved the income we needed to cover the costs of parish ministry from the new Parish Support Fund, and we thank you all sincerely.

As a diocese we depend far too much on the giving of around 20 parishes, and we hope that other parishes will continue to try and unlock resources to give more generously in the future. In the last year we have had to review one or two examples of where financial management in parishes has been so challenging that local ministry and mission has been severely impacted. The Director of Finance, Anthony Demby, and I are working closely with Archdeacons, Area Deans, Lay Chairs and parishes to find ways of supporting parishes that need extra support and help, both in financial planning and in planning the best use of the other resources they have. We are conscious that if we can help you to be cost efficient and effective, you can unlock your resources for local mission as well as giving to the diocese. This year we are also appointing a surveyor with a specific brief to assist parishes with their property projects.

Just as our parishes aim to ensure they can cover their essential costs before they can consider their other mission and ministry initiatives, so the diocese is no different. As a priority we need to cover the costs of the stipends, pensions and housing of all of our

incumbents, and many others such as curates, besides learning and vocational discernment for lay and ordained colleagues as well.

One of my most important areas of financial stewardship is in our property and I never knew how fascinating boiler servicing could be... but you can imagine the contract for more than 300 properties deserves a close review to ensure value for money. Our new Director of Property Management, Fiona Hallard, is reviewing all such contracts. Any savings help us to build up reserves for the future.

From a house for refugees and another for asylum seekers to cancelling a loan in order to release parish resources for youth ministry and resourcing our work in areas of regeneration and for fresh expressions of church, the diocese is also making sure it delivers on its mission and ministry commitments.

In addition to the income from parishes, the diocese needs to build up funds set aside specifically to refurbish our housing and make it fit for purpose to offer accommodation to a wide range of those engaged in ministry. Consequently we make sure that we don't rely on parish giving for this, but sometimes sell and buy houses and land to replenish the parsonages fund. This will continue for the next few years so that we have the housing we need for the future anticipated increase in ministry to support emerging areas of need.

The strategic goal relating to our finances is critically based on ensuring that we engage fully with you so that you can support the diocese as fully and generously as possible through your pledges to us. In return, we aim to fulfil our pledge to you: to deliver the sound, robust financial infrastructure that our amazing diocese deserves.

**Ruth Martin**  
Diocesan Secretary



A recent BAME event at Wychcroft

*Continued...*

The Vocations Fairs will continue to offer an opportunity to explore, talk to others and find out about vocation. The fairs include a keynote address exploring the theme of vocation, a seminar on exploring your call, and plenty of stalls to browse, representing the different ministries available in the diocese. Vocations Fairs took place in February at St Mary Magdalene's Church, Croydon and in June at St George the Martyr, Borough.

Following on from the success of the Vocations Retreat in 2016, there will be a Vocations Quiet Day at Wychcroft on 17 March, and another Vocations Retreat in September. These offer a mixture of short talks, led reflections, creative prayer and space for silent contemplation, giving participants the opportunity to explore their journey of faith and reflect on the ways in which God is calling them.

More details about all these events can be found in the Vocations Year Planner, on the diocesan website or from the Revd Louise Ellis, the Discipleship & Vocations Missioner. We also aim in 2017 to enable further vocations work among incumbents, and at deanery level, through courses and training programmes, and to publish a wider suite of literature about different ministries, lay and ordained, within the diocese.

"What is God calling us to do in the service of his Kingdom?" Reflecting on this question is a fundamental aspect of Christian discipleship for all God's people. We look forward to welcoming many in the diocese to this year's vocations events as we together seek to discern and answer this call.

**The Reverend Canon Leanne Roberts**  
Diocesan Director of Ordinands,  
Diocese of Southwark and Canon Treasurer,  
Southwark Cathedral

# Goal 5

Growing leadership and wider representation reflecting the full diversity of the diocese, including ethnicity, age, education, socioeconomic circumstances and tradition

As the Diocesan Black and Asian Minority Ethnic (BAME) Vocations Champion, I'm pleased to report that there are initiatives going on across the diocese which demonstrate real commitment to achieving this strategic goal. For example, in the department of Discipleship and Ministry the Director, the Revd Canon Dr Mandy Ford, has increased her team of facilitators to include BAME female and male clergy who have since facilitated training on the Southwark Leadership Programme during the period 2015-2016.

The Director of Vocations who is also the Diocesan Director of Ordinands, the Revd. Leanne Roberts, has also been very proactive in her commitment to achieving this goal by putting on Vocation Conferences specifically targeted at BAME, self-supporting ministers (SSM) and young people. As a matter of fact, not only has the diocese met its goal (4th diocesan strategic goal) to grow the number of ordained vocations by 50%, it has exceeded this goal as another 50% - the number of ordinands beginning training in September 2016 - has doubled from the previous year. I'm very excited to announce that the BAME contingent makes up one third of this total.

Through the Vocations programme, incumbents, chaplains and others are encouraged to guide and support enquirers through the discernment process as manifested in the diocese [southwark.anglican.org/discipleship-mission-vocation/vocation/exploring-your-vocation/](http://southwark.anglican.org/discipleship-mission-vocation/vocation/exploring-your-vocation/) Each one of us is called to enable the participation of all people in the life of their local church community - in the capacity of churchwardens, PCC members, welcomers/sidespersons, parish assistants, intercessors, chalice administrators and so on, regardless of ethnicity, gender, age, ability or other discrimination.

The Minority Ethnic Anglican Concerns Committees (MEACCs) within the Diocesan Episcopal Areas are also playing their part in working towards achieving this goal. The role of

the Area MEACCs is to ensure that equality of opportunity is fully reflected in and forms an integral part of all structures and processes within the diocese, and that the concerns of minority ethnic Anglicans are addressed and acted upon. More information on the Area MEACCs can be gleaned by following this link: [southwark.anglican.org/help/minority-ethnic-anglican-concerns](http://southwark.anglican.org/help/minority-ethnic-anglican-concerns)

During Black History Month (BHM), there is an annual Thanksgiving Service at the Cathedral that showcases the work and achievements of BAME Anglicans across the diocese. The programme for the day, including the service, is usually produced by Kingston MEACC, with assistance from the other two areas, especially with registration on the day and leading workshops.

MEACC members are involved in equipping BAME lay and ordained Anglicans to participate and engage at every level with the diocesan structure.

As Area MEACCs, Diocesan Discipleship and Vocations teams continue to work towards achieving this strategic goal, we are reminded by our Diocesan Bishop, the Rt Revd Christopher Chessun, of the words of John 15.16, "You did not choose me but I chose you. And I appointed you to go and bear fruit, fruit that will last, so that the Father will give you whatever you ask him in my name." He continues, "All the baptised are called to share in the ministry of Christ's Church and we rejoice in the diversity of the gifts with which God equips his people."

What a joy it will be for this strategic goal to be realised in our diocese. Mission and ministry will be taken to another level of diversity and creativity, truly involving the whole people of God. It would be a case of turning up the volume on minority leadership and representation.

**Revd Roxanne Hunte**  
Diocesan BAME Vocations Champion

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