



Diocese of Canterbury
CHANGED LIVES → CHANGING LIVES

ANNUAL REPORT 2021

Diocese of Canterbury
June 2022



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Introduction

2021 was another extraordinary year - a year in which we hoped the life of our Church and our world might 'bounce back' to normal - whatever that is. But - along with some wonderful opportunities for mission and ministry in our parishes - 2021 brought with it deeper and more complex challenges than we had seen, even in the preceding year. Further lockdowns and restrictions on our worshipping and community life had a significant impact on the finances of our parishes and our diocese. Had we not been able to access a £2.5m government loan mid-way through the year (which will shortly be paid off in full), we know that things would have been much more challenging.

At the beginning of the year we knew that Covid had magnified a problem that had been evolving for some time - namely that our expenses had been growing faster than our income. The Finance Roadshows that we held in the Autumn of 2021, together with the budget that we agreed at the end of the year began to address this complex issue. Consequently, we've been able to reduce the amount we ask for in Parish Share (in the expectation that parishes will pay the reduced amount in full), with those who can pay more assisting those whose budgets are more restricted.

Agreeing the vision for our diocese has helped to further shape our conversations and priorities:

By God's grace we want to be a people who are...

- confident & creative disciples of Jesus Christ
- rooted in scripture & drenched in prayer
- living gratefully, giving generously, caring for creation & sharing the gospel
- growing in number & expectations – of God & ourselves
- motivated by justice & love, open to the Spirit & ready for adventure!





Therefore we will...

This vision for our Diocese is closely aligned with the national vision for the Church of England and will help us become more confident about our Christian identity and clearer on our role to be and to share good news. It remains for each Parish and Deanery to work out how this might be reflected locally - and for our diocesan team to support appropriately.

In 2021 we began to develop our Deanery mission plans further and these will continue to help us to understand what is sustainable locally and what kinds of support and service provision will enable our parishes to flourish. Supporting our Deaneries in continuing to develop these plans, which will be our roadmap and we need to learn to be attentive to them and confident through them that God will lead us. The principles of openness, transparency, subsidiarity and mutuality are shaping the way we engage with one another in this work.

In 2021 we said thank you to those faithful servants on our Archbishop's Council, Diocesan Synod and General Synod who had completed their years of service and we welcomed newly elected members to those bodies. We also said farewell to Archdeacon Jo Kelly-Moore as she moved to become Dean of St Alban's.

For all you saints faithfully serving our parishes and diocese in so many ways - a huge thank you for your enormous generosity and your faithfulness in discipleship and ministry - not of the work outlined in this report would be possible without your amazing contributions to our collective life. May we know our God to be a faithful God as we continue to journey together,

The Ven Stephen Taylor
Acting Diocesan Secretary

The Rt Revd Rose Hudson-Wilkin
Bishop of Dover





Safeguarding

In 2021 we had 34 new safeguarding referrals (19 adults and 15 children) - this figure excludes the number of calls or emails we receive from people seeking advice and cases that do not reach the threshold for active safeguarding involvement. In addition to managing specific safeguarding cases, providing advice for our parishes on a 24/7 basis, offering support for DBS checks and delivering Safeguarding Leadership Training, a significant part of the work of the Safeguarding Team in 2021 was managing our diocesan Past Cases Review 2 (PCR2). The PCR2 began in November 2019, but was put on hold throughout 2020 due to the pandemic. It resumed in May 2021 and concluded December 2021. Our Diocesan Safeguarding Advisers (DSAs) took the lead in managing this project, rather than outsourcing this work which meant that we were able to reclaim £3,972 for their time in addition to 50% of the total costs of the PCR2 from the nation Church. The final national Church of England report (combining the Reviews from all dioceses) is due to be published in June and an Executive Summary of the conclusions and recommendation for the Diocese of Canterbury will be made available on the same date.

Our 2021 Annual Safeguarding Conference was held online in partnership with the Diocese of Rochester, with nearly 200 participants. Given the increased accessibility for participants and the continued cost savings of nearly £1,000 we will continue to deliver this conference online going forward. 209 clergy and lay leaders participated in our Safeguarding Leadership Training and we processed 808 Enhanced DBS checks.

We continued to provide Safeguarding advice, training and support for Canterbury Cathedral and our DSAs continued to work with the National Safeguarding Team on the implementation of the IICSA recommendations. This includes working towards using a single national Safeguarding Case Management System, establishing a Quality Assurance scheme and the selection of Independent Risk Assessors.





People Services

In 2021, Human Resources saw a change of leadership and was repositioned as 'People Services' to reflect both the changing climate in this area of work and the diversity of the work of our team. This has included a move to digitalise our records and monitoring our performance statistics to ensure our decision making is better informed.

In 2021 the tailwinds of the Covid pandemic brought a range of challenges and opportunities to much of the employment sector. This included a UK employment phenomenon known as the “Great Resignation” to which our diocese (although not badly affected) was certainly not immune. Shifts in the employment market and changing priorities caused by Covid meant that a larger than usual number of staff either retired, relocated, changed jobs to reduce their working hours or took opportunities elsewhere. Consequently, staff turnover for the year was higher than would be expected. Changes such as these bring both challenges and opportunities.

One of the key challenges in a relatively small organisation is the impact that has on our organisational knowledge. In the past such knowledge was often held by a single expert - when such people leave this can cause significant logistical difficulties. To reduce this vulnerability we've been working to redesign our structures and promote a culture of collaborative working and information sharing.

Whilst a higher staff turnover presents challenges, it also affords important opportunities as we continue to review our parish support as part of our diocesan strategy. Any vacancy that arises in the team is assessed to see whether it is still required, or whether it can be redesigned to ensure maximum efficiencies in value for money, productivity and flexibility. We hope such an approach will help us to provide the best services to our parishes, clergy and schools.

Our ways of working continue to be constantly reviewed. Throughout the lockdowns we benefited from having invested in a technology infrastructure





that supported remote working for our staff. This helped us to maintain a good level of service for our parishes. Recognising the shift in working culture that the pandemic has brought, we will see a shift towards more hybrid working. However, as a Christian employer called to serve our diocese, in person working as a gathered community will continue to be key to our working practices.

However, we also plan to reap benefits that a balanced approach to hybrid working can bring in terms of improved performance, productivity and wellbeing, whilst continuing to improve the services we provide to our parishes. As we find our feet in this new context, we will keep our working arrangements under regular review.

During this time, one area of our work that has increase has been the provision of advice to parishes and benefices who are increasingly becoming employers themselves, or who have started to formalise their existing arrangements to reflect best practice. We are here to provide advice and support when local employment issues become complicated - for example, when difficulties arise in the employment relationship or when the needs of the parish change. People Services aims to provide as much advice as possible to help PCCs and clergy navigate these difficult areas and ensure best practice.

We continue to work closely with clergy who need support in a range of legal or wellbeing matters and when they are moving or changing post. The latter part of 2021 was particularly busy as very healthy numbers of applications for benefice vacancies meant that recruitment times were shorter and our vacancies were filled more quickly.

As part of our strategy, our next steps will be to clearly identify what it means to be a sustainable and flourishing support staff who are equipped and enabled to deliver the services required by our parishes.





Communications

Throughout 2021, our small Communications Team (2.5 full time equivalents) continued to help our diocese stay connected and resourced during the continuing Covid-19 pandemic. Because face-to-face communications was much more limited than in 'normal' time, the pandemic saw a massive increase in our use of video for messages, learning, news, worship and prayer - and in 2021 we produced no fewer than 120 videos - an average of more than two per week. These covered conferences, prayer and worship resources, as well as messages of thanks and encouragement for our schools and parishes from our wonderful singing (and, occasionally, dancing) bishop. We also continued to produce a variety of email newsletters to keep our parishes and church officers informed, updated, encouraged and resourced. These covered everything from Safeguarding and essential Covid-19 updates to resources for ministry training and development, news, finance and governance information. You can sign up to any of our regular mailings [online here](#).

As in previous years, we continued to provide a 24/7 on-call support service for our parishes, covering everything from media liaison and advice during crises to sharing good news and supporting local projects - such as the launch of the Save All Saints campaign and plans to build a brand new Church in Maidstone. As Director of Communications, Anna sat on a number of Safeguarding Core Group meetings to offer communications advice and support.

Additionally, we continued to lead in facilitating the annual statistical and financial Parish Returns, providing a Safeguarding case management system (Safebase) for seven dioceses and overseeing all of our Data Protection compliance (including fulfilling seven Subject Access Requests). We also continued to support the work of our other diocesan teams (for example, through facilitating the launch of our [Year of Living Generously](#)) and manage the media impact of our high-profile bishop.

Anna Drew

Director of Communications





Property

In 2021 the Property team has worked hard to maintain all our properties to the best state possible within a challenging budget (which had been reduced by 25% from the previous year). This has been done by concentrating solely on repairs to the structure and fabric of our properties - meaning that other non-essential work, such as fitting new kitchens and bathrooms, had to be postponed.

The management of our property assets will always be key to the financial health of our diocese. Due to the challenging financial climate, in 2021 a loan was taken out against five of our properties that were no longer in regular use by clergy. Four of these properties have now been sold for good prices and, once the final property has been sold, the loan will have been cleared without any interest payments having to be made. This enables the diocese to move forward with a greater level of certainty. We also sold some land to a local authority for the provision of affordable housing, which allows the village to remain sustainable as a community.

We have also let four of our diocesan-owned houses to refugee families and are hoping to be able to increase this number in future. However, we are always under constraints in doing so because as a charity we are obliged under law to let properties at the market value.

The property team have concentrated on improving our properties during interregnum periods to maximise the income that we can generate from lettings. We have worked with our parishes to reduce the period that such properties remain vacant, meaning that our rental income has increased by over £200,000 in the last year.

Looking to the future, there are a number of challenges ahead. For example, we anticipate that we will need to replace a number of septic tanks that do not comply with current legislation. Additionally, the majority of our properties were constructed in the 1960s and 1970s, when energy efficiency was not a priority. Under national guidelines, many of these buildings cannot





legally be let after 2028 without substantial alterations to achieve a better energy efficiency rating. We anticipate that the cost of achieving this will be in the region of £1.2 million at current prices and we plan to make provision for these costs over the next 5 years. Where a minority of our buildings are incapable of being upgraded or completely uneconomic to upgrade we will seek to sell and replace them with newer properties. In the long term, this means that our clergy will be living in buildings that are more energy efficient - and will go some way to minimising their own energy costs going forward.

The Church of England has nationally committed to reducing its carbon footprint to net zero by 2030. For our diocesan properties, the likely cost of this is estimated to be between £45,000 and £250,000 per house. This will present a major challenge but we will continue to try and make our buildings as energy efficient as possible. We will continue to monitor the situation going forward and hope that, especially with the advance of new technologies, our aim of becoming carbon neutral will become achievable within the next few years.

Our priority in all of the work we undertake is building a better future for our parishes and our diocesan family by decreasing operating costs in the long term.

Sarah London

Property Director

Communities & Partnerships Framework

The Communities and Partnerships (C&P) team works to express our faith in God through working in community engagement, social justice, and environmental action. The team has a range of expertise, as well as being linked into a wider network of diverse, knowledgeable, and passionate people. We aim to be a resource for deaneries and parishes to help them fulfil their mission to serve their communities and work towards a sustainable and flourishing future. To this end we will increasingly shape our work in response to deanery planning as deanery plans evolve.





There are four main broad categories of work, which form the priority areas for the framework going forward:

1. The Environment, Climate Action and Carbon Net Zero
2. Poverty, Homelessness and Exploitation
3. Migration and Exile
4. Chaplaincy, Bishop's Advisors and Community Networks

It remains a duty and a joy of our Christian lives to show love for our neighbour, whether stranger or friend, in courageously opposing injustice, and in helping those in need with practical love. Reports from our officers below give a sense of the scope of our work achieved in 2021.

Our Diocesan Environment Office, Teresa Redfern writes:

The **Environmental Working Group** has continued to guide environmental work within our diocese as well as look at opportunities for closer working with Rochester Diocese. A joint Rochester/Canterbury online conference 'Going beyond bronze' was held in May covering ways of gaining different levels of Eco Church awards. Online seminars were held on the benefits of nature and the environment as part of Mental Health Awareness Week and the issues of forced displacement due to climate change during Refugee Week. At the end of July and beginning of August, a relay from Canterbury Cathedral to St Paul's Cathedral linked with the Young Christian Climate Network Relay to COP26 in Glasgow. An updated Environmental Policy and a Care for the Environment Strategy were produced and agreed at the November Diocesan Synod. This strategy is based on the requirements of us as an Eco Diocese and on our Environment and Climate Emergency Motion (particularly, the commitment to reach net zero in carbon emissions by 2030). As tackling environmental issues is a cross-cutting topic for our work in our diocese, the cross-framework Environmental Justice Theme Group was established (with Jonathan Arnold, Neville Emslie, Teresa Redfern and Quentin Roper) to help deliver the environmental strategy.





Together Kent is a charity, chaired by Val Wallis, within our diocese 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. We have projects within Together Kent which are doing great work, including Break the Cycle, our Kent Refugee Officer, and Connecting Canterbury.

Karen Adams, Partnerships Development Officer writes:

The **Break the Cycle** project offers supported living to those leaving prison who would otherwise be made homeless. The house in Newington, Ramsgate has undergone a substantial amount of work and has been granted an HMO for five people. A number of local organisations have requested to be involved with the project and the Project Manager is actively seeking further funding and looking at ways to get clients into work, either paid or voluntary.

Connecting Canterbury, led by David Hartwell, continued to serve and help people and families in need in the Canterbury area.

Our new Network Co-ordinator, Tim Cook writes:

Our offering of help to people and families is only possible due to the kindness, time, and talents of our volunteers, in listening and responding to peoples' needs. Supported so well by Jonathan, Karen and Sara and the team at Communities and Partnerships at Diocesan House.

The unique ability to offer small, emergency grants (190 in 2021 totalling £4,200), is due to the wonderful prayerful financial support of Christians, Churches, and Charitable Trusts in Canterbury. And thanks to Acts 435, grants for white goods, travel and rent etc were made, totalling £7750, double the number in 2020. The Salvation Army also provided Christmas toys and hampers for many clients.





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, to guide where the Diocese can most usefully provide support.

Domenica writes:

The Diocese of Canterbury is close in spirit and prayer to those whose home is no more than a memory. Between 2021 and 2022 our focus remained towards building **A Flourishing and Sustainable Future** and brought our faith into action with several projects. These are:

The Welcome Hub is a weekly information and guidance drop-in service for people escaped from the conflict in Ukraine and their hosts. Every week we have an average of 30 participants attending.

We are actively engaging with the **Homes4Ukraine Scheme**, working with parishes and our Ukrainian partners. In the last two months we have supported 10 applications and so far, five people arrived and five are due to arrive by the end of June 2022.

The One Stop Shop Welcome is a weekly drop-in service for the Afghan Community accommodated at bridging hotels in Canterbury. Every week we have an average of 45 people attending.

The Welcome Café is a service that provides free English classes and employment support to refuge families. Every week we have an average of 15 participants.

The **Voices of Welcome Project** is a series of participatory workshops for secondary school-aged children exploring the issues surrounding migration, asylum, and refuge. Children are encouraged to make connections with forcibly displaced young people and prepare a welcoming environment for them.





In December 2021, I was invited to act as **Community Sponsorship National Representative for the Church of England** and a new Community Sponsorship Board has been set up to grow this work. We are actively promoting Community Sponsorship, raising awareness on a transformative Community led resettlement scheme. Community Sponsorship enables everyday heroes to bring to safety refugee families stranded in refugee camps in first countries of asylum.

We also organised and participated in events that promote mutual understanding and community enjoyments among newcomers and local community including the **In Conversation** event led by Bishop Rose with a focus on "Welcoming the Stranger", a seminar on welcoming Afghan families for the Church of Sweden initiative A World of Neighbours, Refugee Week 2021 in partnership with Canterbury Cathedral and a Connecting the Dots seminar on forced displacement and climate change. Recently we co-organised a Church of England national online event on the Homes for Ukraine Scheme that was attended by 150 people from our parishes.

We have produced toolkits together with the National Church Team, reports and briefings advocating for the rights of those who are forcibly displaced, written articles and engaged with the press when prompted to do so. We are very honoured to keep engaging with our churches and with local and central government, civil society, and schools. We work ecumenically and bring a strong interfaith character to all we do.

The **Refugee Officer in Northern France**, supported by our diocese, the Diocese in Europe and charity 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 are now ready to re-appoint, with a newly configured role, and we hope to have someone in post by September 2022.





Chaplain to the Homeless – Rev Jo Richards writes:

In 2021 my role as Chaplain to the Homeless was formally recognised by our diocese, although I have been undertaking this role since I was appointed Rector of the Benefice of St Dunstan, St Mildred and St Peter, Canterbury. The Benefice includes the geographical area within the city walls of Canterbury (excluding the Cathedral) and therefore those who find themselves on our streets, homeless, are our parishioners as they live within the boundaries of the Benefice. Every week I take the opportunity to actively 'catch up' with those who are on our streets – a listening ear for many. I also say 'hello' on my way to meetings/services etc with folk who know me by name and vice versa.

As part of my ministry, every month or two I join the Outreach Team (Porchlight, Catching Lives, Forward Trust, Canterbury Council) who walk around the city early morning engaging with homeless community. This is an opportunity to hear what's going on and share any concerns I have. I also liaise with Catching Lives on a regular basis, again to keep abreast of what is going on. I also belong to the Chaplain to the Homeless network, meeting regularly on zoom.

In December 2021 we held a Memorial Service in St Peter's for all those who had died on our streets in recent years. This was a very emotional service with many of the street community attending as we read out the names of 86 people and lit 86 candles. This service will be repeated annually at the request of the street community.

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 is led by Matthew Hergest. **Matthew writes:**

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. The Community meal reopened on 27 July 2021 after a long break due to Covid. The Community meal fulfilled the requirements to become registered with Thanet District Council as a food business and had an inspection before reopening and achieved a top food rating of five ('Very Good'). The Our Kitchen Food Club became the sole supplier of food and provided a team to prepare the meal on the evening. The meal has run every Tuesday evening since, with only a two week break over Christmas. The meal has an attendance of around 30 guests and 15 volunteers and intends to grow these numbers further. The meal has had several guests this year including Bishop Rose, the Thanet Chamber Choir, and the Mayor of Ramsgate - Cllr Raushan Ara. The Community Meal is now its own registered charity and operates its own bank account and has received several significant grants this year from Social Enterprise Kent and the Trust house Charitable Foundation.

Our **Overseas Partnerships team** is led by **Rev Carol Smith**, who writes:

In Anglican Communion partnership terms Canterbury Diocese is linked with the Province of the Indian Ocean, which comprises Madagascar, The Seychelles and Mauritius. The **Overseas Group** meets by Zoom about three times a year to share news from live parish links, which are all in Madagascar. Both prayer and financial support has been even more crucial these past 12 months as the Covid pandemic has added to the already-devastating effects of climate change, being suffered by the people of these islands. We endeavour to feed the diocesan website with news as appropriate.

We are in the throes of writing a theological paper advocating the benefits of partnership-in-mission in the context of Changed Lives Changing Lives, Moving Towards a Flourishing and Sustainable Future and our Carbon Net Zero by 2030 agenda. We have also maintained our partnerships with the Church in Germany, both through Zoom and a visit which was made to Canterbury in May 2022.





On other projects, Karen Adams writes:

Pilgrimage

Our diocese came to the end of a five year advisory period for a large scale 'Interreg' project which partnered with Sweden, Norway, Italy, Norwich, Romania and Kent County Council – the project looked at green pilgrimage across each region and sought to understand how it could be made more accessible. Our diocese offered advice from a faith perspective. We have also been working closely with the Cathedral to improve the pilgrim offering there and this work is ongoing.

County Harvest

The County Harvest took place online in 2021 and was filmed in various locations across our diocese. Food and drink producers took part along with clergy and the event was available online for people to watch.

Fundraising

Money was raised in 2021 for a number of projects, including work with refugee children, an environment conference run by young people for young people, the St George's Meal project and Break the Cycle. You can donate to our on-going work with refugees via the [Bishop's Justice Appeal](#).

The Director of the Communities & Partnerships Team remained a trustee of the **Canterbury Diocese Association for the Deaf** and, alongside Karen Adams and Miranda Ford, has been in negotiation with the trustees to reconstitute the charity for a more effective delivery of their work. We are now in an exciting stage of working with a newly-formed deaf group in Margate, based at Holy Trinity Church. Karen Adams, Bishop's Advisor for our wider diocese.

Kent Workplace Mission – Channel chaplaincies at Dover & Eurotunnel.

David Slater leads 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. **David writes:**

Workplace chaplaincy has been slow to re-establish during 2021 as many companies kept staff working from home, which reduced access to offices and the serendipitous meetings with people in spiritual need but who can't - or won't - see the 'church' as a possible solution. Many staff have left, in most cases with colleagues under even more stress having to fill in for them.

Covid fears have made ship visiting very difficult and seafarers have had difficulties getting vaccinations, or valid documentation to prove they have been vaccinated. Community events have been difficult. We were allowed 60 at the Port Remembrance service; whilst better than the 6 allowed in 2020 it was far short of the hundreds who wanted to attend.

The real work is 1:1 conversations giving support to those in need, where they are. Many good conversations have resulted, especially with people suffering bereavement and not getting other support. One of our team became very ill at the end of the year and subsequently died, although a lay leader in another denomination, his widow wanted the funeral taken by one of the Chaplaincy team.

Kent Emergency Chaplains Scheme - David Slater writes:

Emergency chaplaincy training has been on hold due to Covid restrictions. The Kent Resilience Forum has finally realized that spontaneous volunteers may help in emergencies, rather than be a problem to be kept away - and as a result have set up a working group to develop policy, including myself as the only faith-based input.

The work in December 2020 has given the church a positive image, at least in Dover District, and the churches are seen as positive contributors to situations such as Ukrainian refugees, both transiting the port and hosted locally, or re-employment activities post P&O.





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. **Anna Chaplaincy lead, Julia Burton-Jones writes:**

Anna Chaplaincy continues to grow as a way of responding to the spiritual needs of older people in Kent, especially those living in the fourth age of life with frailty or dementia. Canterbury Diocese has a reference group and a working group supporting me as the chaplaincy lead, and embedding chaplaincy with older people in vocational pathways. This has included running twice-yearly online training courses which run over six-sessions for those preparing to become Anna Chaplains and Anna Friends.

Anna Chaplaincy is now active in the population centres of Canterbury, Whitstable, Ramsgate, Dover, Folkestone, and Maidstone, as well as in very rural benefices spanning several villages. There are now 13 Anna Chaplains and five Anna Friends, with several more soon to be commissioned. The form Anna Chaplaincy takes varies according to local needs, but can include care home ministry, visiting people in their own homes and setting up groups such as dementia cafes. In this way churches are reaching out to all older people in their communities, not just members of their congregations; they offer support to professional care staff and family carers who look after older people, many of whom lived through times of great stress during the pandemic.

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 the C&P team), **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. In 2021, four members of a Romani family were baptised in the river Stour at Fordwich and confirmed by Bishop Rose in





the cathedral in December.

Ignite leaders Patrick and Debbie Ellisdon write:

Ignite is an nationally grant-funded Fresh Expression of church which comprises of plants across our 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.

During 2021 we have supported each of the Ignite communities in the process of re-opening as Covid restrictions eased. This has been a gradual process as teams, volunteers and those who attend as guests, have had to build their confidence in returning to the churches. Most projects were functioning well in the autumn of 2021 before they were again affected by the fear of the Omicron variant. Work is gradually being built again, with some new workers and with a team enthusiastic to see the gospel shared within these communities in a format that they are able to engage with. It is hoped that the extended funding given by the Church Commissioners will facilitate some established Ignite communities by June 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.

The Revd Dr Jonathan Arnold

Director of Communities & Partnerships





Anglican Chaplaincy, University of Kent

As Anglican Chaplain (a 0.9 Diocesan post) I am part of an ecumenical and multi-faith chaplaincy team of which, (as 'Dean of Chaplains') I am the focal contact and administrative lead. We operate among a staff and student community of approximately 18,000. Around 12% of the student body are UK-domiciled African heritage (twice the sector average); around 20% are European/overseas, including many more students traditionally designated as 'BAME'.

From a mission and ministry perspective, my work is once again (after the Pandemic) being 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' and was able to take place (luck or providence) in between times of restriction, on 6 December 2021. The weekly Anglican Sunday fellowship on campus, Chatty Sundays, has enabled a community heart of Chaplaincy ministry through times when it has been challenging to maintain usual forms of worship.

The Staff Reading Group is an important focus for faith-based discussion, and has been held via Zoom. Meanwhile, there are many ongoing structural, social and academic engagements with the wider life of the university and notably in 2021 a personal project which has involved quantifying and studying Black

Majority Christian Groups (of which there are several) on campus. My aim was to develop a greater understanding of them, and work towards enhancing provision for their needs: this has been an unexpectedly big hit with University staff involved with Equality, Diversity and Inclusivity; the Students' Union; and Student Support. Some of the findings have appeared on John Root's influential blog, 'Out of Many, One People' and I have been invited to lead a presentation 'Black Majority Christian Groups: a Journey Towards Understanding' at the IACHE International HE Chaplaincy





Conference in Sheffield in June 2022.

For most of 2021 the Chaplaincy's profile among students and staff was maintained, and some aspects of its operation were strengthened. Student and staff engagement was often facilitated by a range of online offerings (worship, meetups, sign-posting to other online resources). These and the in-person offerings have been 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. Students are 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). The work on the Black Majority Christian Groups has undoubtedly been a catalyst for liaison with various departments. 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. 2021 saw the consolidation 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.

As things return to 'normal' it is 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 2021.





I am supported in my work by volunteer lay assistant Andrea Koenders-Donnan, and it is also reassuring that Revd Dr Stacey Rand, a self-supporting minister, is a member of the academic staff within the University. The Reference Group, set up within Communities and Partnerships to support my work and Chaired by Revd Dr Jeremy Law, is providing a useful context for some new thinking which will be both realistic and visionary.

The Revd Dr Stephen Laird

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

Diocesan Advisory Committee

Following a series of online meetings throughout 2021, the DAC has resumed in-person meetings with our new chair Sir Paul Britton and our new DAC Secretary Kevin Tucker. We wish to recognise the significant contributions of outgoing chair Richard Morrice, together with Care of Churches Officer Edmund Harris and Assistant Care of Churches Officer Charles Josefson, whose knowledge and diligence has been much appreciated.

The DAC is now a separate department under the line management of the Diocesan Secretary and remains committed to helping PCCs with their management of - and improvements to - church buildings and churchyards> We also work to balance the demands of mission, worship, sustainability and wider community use in line with care and conservation, and are working to address and the General Synod's commitment to make the Church of England carbon net-neutral by 2030.

Kevin Tucker

DAC Secretary





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. 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.

3.1. Diocesan Boards of Education Measure 2021 ('the 2021 Measure')

The 2021 Measure gained Royal Assent in April 2021. A key change from the previous Measure was a requirement for diocesan synods, through a new Scheme, to designate a re-constituted DBE as the DBE for the diocese. Canterbury Diocesan Synod made this Scheme in November 2021, to come into effect on 1st January 2022, through which the DBE adopted the constitutional form of a Committee of the DBE. In preparation for this decision, Terms of Reference for the Committee were approved by Archbishop's Council on 16th October 2021.

3.2. Statutory responsibilities

The DBE is required to provide an annual report to Diocesan Synod on its statutory functions and responsibilities, as defined in the 2021 Measure.





During 2021, activities were as follows:

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

- Supporting schools and leaders as they responded to the continuing impact of the Covid-19 pandemic on their school communities; an enhanced, more flexible online training offer to reduce pressure on releasing teachers within school time, regular email updates, the return of in-person visits where possible and pastoral conversations with leaders and local ministers
- Scrutiny of data linked to online training, a review of effectiveness and needs-led planning for the next academic year including modes of delivering training and events
- Eight CE primary schools began the pilot programme of The Archbishop of York Youth Trust Young Leaders Award

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

- Continued to embed the 'golden threads', i.e., work within the Religious Education curriculum so that it is coherent and sequential. Training was produced for RE leaders to enable them to embed the 'golden threads' work within their current RE curriculum
- Launched new Church of England Education Office (CEEO) guidance document for the expectations of collective worship in CE schools. This was introduced through a series of virtual training sessions for leaders, teachers, governors and clergy
- Updated and reviewed Year A of Collective Worship plans to reflect the CEEO guidance on collective worship and to enhance our current provision
- Continued engagement with schools preparing for SIAMS inspections in 2022. This has involved both virtual training for leaders and governors and in-person visits to schools to share changes to the inspection schedule
- Continued to grow and develop InspiREd RE leadership development programme (12 RE leaders will begin the programme in January 2022)





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

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

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

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

3.3.Looking ahead to 2022

- Development of a joint strategic plan between the DBE and the CYP Framework
- Encouraging all schools to declare a commitment to environmental justice; creating a clear route map for action, engaging with environmental initiatives and focusing on energy reduction measures and decarbonisation
- Grow and strengthen leaders' understanding of spiritual development across the curriculum
- Grow the InspiREd programme beyond Canterbury and Rochester Dioceses

3.4.Captain Graham Nunn

Captain Graham Nunn, Church Army Evangelist, Diocesan Children's Missioner and a gifted and beloved member of our team, died on 6th June 2021. He was deeply valued for his enthusiastic and fun contributions to Cathedral Schools Days: leading workshops, engaging groups through storytelling, magic and music – as well as his unswerving prayer support.





Graham's leading of collective worship in numerous schools around our diocese was always creative and engaging. He had an overflowing and breath-taking timetable of visits; such was his passion to make the gospel accessible to children. He is much missed as a great friend, colleague and pastor to us all.

3.5.Performance

On present inspection data, 99.0% (SIAMS) and 96.0% (Ofsted) of our 104 diocesan church schools are graded Good or better.

3.6.Leadership

The possibility of online meetings facilitated the continuation of both headteacher forums and RE and collective worship leaders' networks. DBE officers also continued engagement with the CE Foundation for Educational Leadership, with the ambition of sustaining and developing a movement of inspirational leaders. We advocate for school leaders to undertake National Professional Qualifications (NPQs) and have invested in continuing the Peer Support Network for leaders in small and rural schools.

Officers have advised on leadership appointments in schools and afford a high priority to the induction, well-being, and nurture of headteachers, offering time for reflection and renewal through the chaplaincy team at The Living Well. Furthermore, a programme for new headteachers is being developed by our team, enhancing NPQs by providing space to explore what it means to lead in a Christ-like manner.

4. Children and Young People's Ministry

4.1.Youth Council

In 2021 we launched the Diocesan Youth Council, working with 11 young people from across all three Archdeaconries. The purpose of the Youth Council is to hear the voice of young people, develop them as leaders for the church today and release them into positions of leadership throughout the diocese. There have been four Youth Council meetings to date and there will





be further opportunities in 2022 for more young people to join.

4.2. Ministry Dispatch and resource website

Throughout 2021 a monthly resource email has been circulated to all those involved in children and young people's ministry. This has also provided the opportunity to collate resources and start the development of a website that will act as a single point of access for resourcing ministry with children and young people, to be launched in 2022.

4.3. Networking and retreat

The children's ministry meet-up and the young people's ministry meet-up continued throughout 2021. The focus of these was to connect, reflect and learn together. We have been joined by individuals from various organisations, sharing how they can support and resource this vital ministry. Additionally, in early 2021 we ran a virtual retreat in partnership with Rochester Diocese which was well attended and sorely needed in a period of ministry that has been challenging for everyone. There was also the opportunity to gather with Rochester during the summer to network and have some space for retreat and reflection.

4.4. Training

We have created a number of opportunities throughout 2021 to join online training to explore various topics relating to children and young people's ministry. Perhaps the most important of these was the 'How to run a Parenting for Faith course', delivered in partnership with Rochester Diocese, St Mary Bredin and Parenting for Faith.

4.5. Growing Faith Hubs

Throughout 2021 we have been working on the development of Growing Faith Hubs, with the ambition of equipping and developing other church communities through creative ideas and programmes, signposting resources and hosting conversations, revitalising places which seek to have a missional focus on children and young people. The first of these Hubs has been established at St Mary Bredin, initially offering training in partnership with





our diocesan team on a variety of subjects relating to the principles of Growing Faith.

4.6 .Coastal Family Hub

The Weald Family Hub launched several years ago and has been a successful endeavour to support the mental health of local children and young people through a collaborative approach between church and school. In 2021 we have been involved in the development of The Coastal Family Hub, which seeks to replicate the model from the Weald in Reculver Deanery, due to launch in late 2022.

Canon Quentin Roper
Director of Education

Dr John Moss
Chair of the Board of Education

Ben Hatfield
Children and Young People's Ministry Adviser

Fiona Higgs
Chair of Children and Young People's Framework





Mission and Ministry Framework

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

The golden threads are:

Spiritual practices

Developing holy habits of discernment, prayer and spiritual practices.

Learning and reflection

Learning and reflecting together as a habit in all our contexts and activities.

Relationships and collaboration

Tending to good relationships and making space for each other so that we work well together.

All ministry and all mission is about God's initiative and movement. Our first responsibility is therefore to notice how God is present, at work, moving, and so on - what we commonly call 'discernment'. Keeping the three golden threads in mind helps us to stay focused on what God is doing. The Mission and Ministry team itself has been learning to do this afresh and consistently through meeting differently – at first, three times a week by Zoom, and now through a mixture of Zoom and face-to-face meetings, including a cross-framework meeting. In this way our own work as a team has been enhanced.

Mission and Growth Advisor **Steve Coneys** has continued working with local church teams as part of the **Missional Learning Community** (MLC) process. This takes seriously the notion that, in our changed contexts, we have to join in with God's mission, rather than pursue our own ideas. The process is therefore rooted in spiritual leadership, discernment enabled by core spiritual





practice and focusing mission through fruitful relationships and partnerships. MLCs are a method of finding the culture change that we need - for energising stories of what this looks like in practice in our diocese, see our [Missional Learning Communities web pages](#).

Steve also oversees the developing of our **Deanery Mission Accompaniment** practices. For the last 6 years or so, diocesan officers have accompanied deaneries, mainly alongside their DMMCs and we know that this has been widely appreciated. However, we have become aware that this model is not sufficient to support Area Deans, Lay Chairs and others in what has become an even more complex and demanding context. We are therefore offering a new model of working in **Action Learning Sets** with Area Deans and Lay Chairs from three deaneries at a time, as a fruitful way of learning and discerning together. The first pilot 'set' is under way, and we aim to launch a further four over the next few months. The initial response has been very positive.

Another focus for Steve over the last 12 months has been developing and launching, with Neville and Tim Naish, the third residential week in the Canterbury Diet for new clergy: **Minister as Missioner**. Like MLCs and the Deanery Action Learning Sets, Minister as Missioner expresses the golden threads of all our team's work.

As Lay Ministries Adviser **Nigel Collins** has taken on a wider responsibility for discipleship and lay ministry. The **Deepening Discipleship** course was revised and delivered twice in 2021 with great success and will be developed further for local and online delivery. Courses to equip disciples for **worship leading and pastoral care** were also run online, and these will be offered again in a mix of online and face-to-face delivery. A **lay funeral ministry** course was also successfully delivered and, following review, will be offered again. **Anna Chaplaincy** became well established as new form of ministry with older people and two online courses were run during the year in partnership with the Bible Reading Fellowship and Rochester Diocese. Anna Chaplaincy is ecumenical and also open to ordained ministers as well as lay. The Anna





Chaplaincy working group are developing support hubs around the diocese for those involved in this work. Nigel has also overseen the ongoing ministerial development, support and training of our active **Readers and Licensed Lay Ministers**. Future work will involve developing a framework of guidance for lay ministry and a series of workshops and events focused on equipping for lay ministry.

The DDO's office comprises **Jon Marlow** and **Jacquie Town**, supported by a team of volunteer Assistant DDOs from across our diocese. After joining us as DDO in October 2020, Jon has spent much of the last year focusing on the implementation of the new national **Shared Discernment Process**, which replaces the old Bishops Advisory Panels (BAPs) for candidates for ordained ministry. During 2021 we had 12 candidates attend Stage One of this process, which took place online. 10 of these are booked to attend the in-person Stage Two Panels and, so far, the five we have received feedback on have all been recommended to start training in September 2022.

The past year has seen the work of the DDO team evolve, especially as we've been able to benefit from hybrid working, which has allowed meetings with candidates to take place sooner than they would once have done. Using technology has enabled us to gather cohorts of six candidates once a month with two of the DDO Team jointly facilitating each group. One candidate has even joined us regularly from the Falkland Islands. Over the past year we've seen 28 candidates in six groups move through the new process.

Jacquie continues to look after the administration for new candidates, supports the cohorts and has a particular role ensuring that those entering training for ordination have the funding that they need and that any additional learning needs are met. Managing the funding involves liaison with colleges, the national Finance team, our own Finance team, and the ordinands themselves. When ordinands begin their curacy there is also a lot of paperwork to gather and pass to the registry and the Bishop's Office. **Jon** has also been working with the Finance team to create more detailed financial modelling for ordinands and curates. This has allowed us to meet





budget reductions for 2022 and 2023, while encouraging and supporting new ministers.

The DDO Team have recently been receiving training from Revd **Lou Seear**, about the new national 'traffic light' questions which ADDOs use to explore personal and relational issues with candidates. The other members of the DDO Team are **Rachel Webbley**, **Louise Vincer**, **Andy Bawtree** and **Michael Morris** and we value their expertise and time enormously.

The Mission and Ministry Administration team comprises **Sarah Lucas**, **Lynne Preston** and **Marianne Hambrook**. The past year has seen the team find flexible ways of working, both in terms of how we continue to function in our roles throughout the pandemic and in the nature of the training and development opportunities offered. In all things, we have asked ourselves, "Is this best offered online or face to face?" This question helps focus on issues of sustainability and discern how we can best help people to flourish. Marianne has continued to align areas of work according to the gifts, skills and areas of interests of the team. This continues to improve productivity, efficiency and therefore happiness in the work.

At the heart, ours is a support function, whose purpose is to operationalise, enable and enhance the work of the wider team, while working to the Golden Treads of mission and ministry and developing the **Canterbury Diet**.

Canon Dr Neville Emslie

Director of Mission and Ministry

