



The Diocese of  
**Southwark**

## **Vacancy-in-See 2010**

### **STATEMENT OF NEEDS**

**A growing Diocese  
An open Diocese  
A global Diocese**

# The Needs of the Diocese

The Diocese serves about half of the most diverse city in the world and a significant part of Surrey. It includes every type of community: affluent stockbroker-belt, massive suburban sprawl, riverside gentrification, and some of the most deprived wards in the country. Seeking to worship, serve and bear witness to God's love in Christ in this dynamic environment presents exciting opportunities and specific challenges to us all, laity and clergy. **Our new Bishop will inspire, guide and lead us in becoming a more growing, open and global Diocese in the following context. Our needs are listed to fit in with that categorisation rather than in any order of priority.**

## ***A GROWING DIOCESE***

- **Many who attend our churches continue to see the Christian vocation as primarily about what happens in church.** We need a Bishop who will encourage and empower clergy, lay leaders and PCCs to teach and model the Christian faith in ways that focus discipleship beyond church life. Vitally, this will involve encouraging lay ministry in all its forms. It will be an asset to have a Bishop who will focus his teaching ministry and theological learning towards the laity. Enabling renewed lay participation in Diocesan life (including our synodical structures) is also a priority.
- **The Diocese treasures the parochial system and community-based mission and ministry in urban, suburban and rural contexts.** Yet we recognize that patterns of living and relationship have emerged that transcend locality. We need a leader-in-mission who will enable evangelism via the parish system, with the vision and imagination to see where fresh expressions of church and chaplaincy (and consequent ministerial and financial deployment) might also be a springboard for church growth.
- **The Diocese has been well-served in developing the professional ministry of the clergy in recent years.** As the Clergy Terms of Service Measure comes into operation, our well-equipped and hard-working clergy need encouragement together with a warm, collaborative and pastoral tone from their Diocesan Bishop that speaks of and models the costly grace of God.
- **The Diocese rejoices in increasing membership from black and minority ethnic communities, who form the majority in some congregations and parishes.** Many are second or third generation British families with a growing middle class and all have talents to offer which are not always used to the full. We have a mixed track record in encouraging the institutional visibility of both lay and ordained members of these communities. We want to reinvigorate this work to ensure black and ethnic minority people take their proper place in the Diocese and would value a challenge to any received wisdom alongside fresh vision and ideas.
- **The Diocese is also home to white working class populations who are alienated, and increasingly, unemployed with a younger generation who has never worked.** We need leadership in our mission particularly to these groups who are vulnerable to advances from undesirable political parties and to violence.

## ***AN OPEN DIOCESE***

- **The Diocese embraces the whole range of traditions that are held within the Church of England.** We need to be encouraged to engage with one another across our respective expressions of Anglican faith, which sometimes exist in tension. We need a Bishop who will call and challenge clergy and laity to high standards in the way we articulate and express our mission and ministry for the greater good of the whole church.
- **The Diocesan Synod has consistently, and by large majorities, voted for the extension of episcopal ministry to women.** A motion in its name to repeal the Act of Synod 1993 has lain before General Synod since 2003. We need a Bishop who shares our passion, who can combine an understanding of the small minority who cannot accept women bishops with a determination not to undermine the nature of episcopacy in the Church of England.
- **Over the past generation the Diocese has become a place where the ministry of lesbian and gay clergy and laity can flourish in response to God's call** in accordance with the ethical teaching of the Church of England. We want to continue this tradition, and we need a Bishop who will lead us in further dialogue between people with differing perspectives on matters of human sexuality.
- **The Diocese perceives itself as innovative and radical.** This sometimes blinds us to better ways of doing things not of our own invention! We need fresh eyes to appreciate the insights into mission and ministry which might come from the wider church and from ecumenical encounters.
- **The Diocese recognises that its geographical position at the heart of the nation offers privileged access to national platforms for debate, including the broadcast media and the Houses of Parliament.** We need a Bishop who is willing to lead us in forming fruitful relationships with neighbouring Dioceses and is ready to engage actively on the national stage. He should be a strong communicator nationally and within the Diocese, willing to seize the opportunities for communication which are afforded by the new media. We need a Bishop who will actively engage with General Synod and who will be a prophetic voice in the House of Bishops.
- **Our recent history is one of responding well to financial challenges.** We need a Bishop with the imagination and persuasive skills to take us beyond the usual 'salami-slicing' approach to more strategic solutions so that resources can be released for new initiatives even in difficult times.

## ***A GLOBAL DIOCESE***

- **Many communities in our Diocese experience a constant churn of cultures and ethnicities:** constant new arrivals, some transient and some settling. We need new theological and missiological insight to help us to address these realities.
- **The Diocese and its inhabitants have strong, powerful and prayerful links with many countries.** We need a Bishop who will enjoy such links and be able to strengthen them, in particular with the Church of Zimbabwe.
- **The Diocese serves a population rich in religious tradition.** Unlike some urban communities, where a single faith predominates, all the major world faiths are well-represented in Southwark, often living side-by-side. In the context of this melting pot, and acknowledging the current profile of the Islamic voice, we need encouragement to articulate a cogent, thoughtful and respected vision of the Christian faith which will encourage dialogue with, service alongside, and witness to, people of all world faiths.

# Role Description

## ***A GROWING DIOCESE***

**Southwark Diocese looks forward to having a Bishop who will:**

- teach and lead the laity in ministry and mission, and give greater emphasis to their participation in Diocesan governance and decision making
- renew our commitment to evangelism whether through the parish system, fresh expressions of church or chaplaincy
- strengthen the culture of pastoral care and ensure that the clergy continue to have access to high quality training and development
- involve black and minority ethnic people in every aspect of Diocesan life
- be a leader in mission to alienated white communities in areas of deprivation.

## ***AN OPEN DIOCESE***

**Southwark Diocese looks forward to having a Bishop who will:**

- encourage both clergy and laity to engage with one another across respective expressions of Anglican faith
- champion the cause of the ministry of women in all three orders within the Diocese, the House of Bishops and General Synod
- channel the passions of the Diocese by ensuring that able women clergy are given the necessary experience to prepare them for the episcopate
- continue the tradition of honouring the ministry of lesbian and gay clergy while sustaining ongoing dialogue on matters of human sexuality
- encourage us in our strengths and open our eyes to new insights from beyond the Diocese, helping us to develop relationships with our neighbours
- seize the opportunities offered by our geographical position and new media to communicate effectively locally and nationally
- lead us in periods of financial difficulty, building on our willingness to rise to financial challenges and helping us to strategic solutions.

## ***A GLOBAL DIOCESE***

**Southwark Diocese looks forward to having a Bishop who will:**

- engage with the new realities of majority and minority ethnic congregations and populations and lead our response
- develop further the Diocese's valuable links with the global Church, especially the Church of Zimbabwe, and emphathise with the overseas concerns of all black and minority ethnic people in the Diocese
- build on existing networks to work with and bear witness to people of other living faiths and cultures

# Person Specification

Southwark Diocese wants to strive to be growing, open and global. If our new Bishop is to lead us in mission in this context, meeting our needs as described and taking on the tasks in the role description, we shall look to him to:

- stand out from the crowd
- demonstrate a clear commitment to mission and growth
- be a passionate, visionary and courageous leader
- have high organisational intelligence
- command loyalty and engender trust
- have the confidence and skills to stimulate honest and vigorous debate and effective decision making
- have experience and skill in engaging people from many different cultures and faiths
- be confident in his own tradition and able to inspire trust and earn respect from across the different traditions in the Diocese
- have a track record in enabling women to flourish in the ordained ministry
- be willing to honour the ministry of lesbian and gay clergy
- be strong and gracious under pressure
- have experience of leadership, if possible in parochial ministry
- be a compelling preacher and excellent communicator
- be politically aware and skilful
- be able to demonstrate enthusiasm for lay training and participation in ministry and governance
- be a strong supporter of the Synodical system in the Diocese, at General Synod and in the House of Bishops.

# Description of the Diocese

## STATISTICAL PROFILE OF THE DIOCESE

Population:	2,519,000 <i>(based on 2007 mid-year estimates)</i>
Area:	317 sq. miles
Episcopal Areas:	3 <i>(Woolwich; Kingston; Croydon)</i>
Archdeaconries:	6
Deaneries:	26
Benefices:	265
Parishes:	295 <i>(69 are within the 10% most deprived in the UK)</i>
Churches:	364 <i>(incl. 185 listed buildings)</i>
Electoral Roll Total:	47,800
Average Weekly Attendance (2007):	45,700 <i>(risen from 43,000 in 2006)</i>
Average Sunday Attendance (2007):	40,900 <i>(risen from 38,600 in 2006)</i> <i>(incl. 8,800 children &amp; young people in 2007)</i>
Bishops:	4 <i>(Diocesan plus 3 Area Bishops)</i>
Archdeacons:	6 <i>(incl. 1 woman and 1 black &amp; minority ethnic)</i>
Stipendiary clergy:	330 <i>(incl. 83 women and 29 black &amp; minority ethnic)</i>
Non Stipendiary Ministers:	215
Clergy with Permission to Officiate:	207
Readers:	280 <i>(incl. 77 with Permission to Officiate)</i>
Southwark Pastoral Auxiliaries (SPAs):	194
Prison Chaplains:	6
Hospital Chaplains:	36
University Chaplains:	11
School Chaplains:	10
Church Primary Schools:	91
Church Secondary Schools:	15 <i>(incl. 3 Academies)</i>
Church Army Officers:	3
Religious Communities:	5
Parliamentary Constituencies:	25
Greater London Assembly Constituencies:	4
Local Authorities:	16 <i>(incl. 12 London Boroughs)</i>

# Social & Geographical Context

## *Introduction*

Southwark is a Diocese of rich variety, diversity and liveliness and will present a challenge to the new Diocesan Bishop. The Diocese includes most of London south of the River Thames, from Surbiton in the west to Thamesmead in the east, and extends south through Croydon to the rural villages of East Surrey and on to Gatwick Airport on the Sussex border.

With a population of over 2.5 million, Southwark is the third most populous Diocese in England but one of the smallest by area, giving an average population density of 7,945 people per square mile.

London is a global city - Londoners speak 300 languages and belong to at least 14 different faiths. It is home to many world class organisations for research, teaching and the arts - for example in Southwark Diocese: Guy's and St Thomas' hospitals, the Tate Modern, Goldsmith's College and Kingston University - to name just a few. Five venues for the 2012 Olympics are within the Diocese.

There is considerable corporate movement into the Diocese. PricewaterhouseCoopers and the Financial Times are based in the Bankside area, Transport for London will be one of the main tenants in the Shard which is being built within 300m of Southwark Cathedral and will be the tallest building in the EU when completed in 2012. The UK headquarters of Nestlé are in Croydon and the head office of Legal & General is located in Kingswood. Ernst and Young is one among many large financial services companies and legal firms in the More London development near Tower Bridge - many powerful companies based in Europe and worldwide have European or British headquarters in the Diocese. It has just been announced that the new American Embassy will be built in Battersea and is likely to bring considerable development with it.

Despite covering nearly half of the capital city and containing a number of major tourist attractions along the southern bank of the Thames (e.g. the London Eye, the Tate Modern, the Globe, the National Maritime Museum and the O2), much of the Diocese is unseen by the 26 million overnight visitors to London each year.

The Diocese encompasses areas of deep deprivation and the greatest affluence; monochrome local authority estates and picture postcard villages; ancient settlements and areas of major regeneration - Southwark has it all. Most people's sense of identity is local and, to the general public, 'Southwark Diocese' means little.

## *Transport and communications*

Transport is easier in and out of London (North/South) than East/West. Its natural features - the River Thames and the chalk and sandstone hills which lie in a succession of east-west lines - have constricted the railways (originating from the London mainline stations of London Bridge, Waterloo and Victoria) and roads radiating from the metropolitan centre into a dense network. In all other major-city Dioceses, many residents commute into the city-centre. In Southwark, many commute out - to the City, Westminster and the West End. Tens of thousands commute through Southwark from such Dioceses as Rochester, Chichester, Guildford and Winchester, with many passing Southwark Cathedral as they head across London Bridge to the City.

The Cathedral, on the bank of the Thames adjacent to London Bridge station, can be reached by rail from most parts, as can Trinity House, the Diocesan Office, a modern office building off Borough High Street

within a quarter of a mile of the Cathedral. The Bishop's house and office (which is being refurbished to provide a separate meeting room away from the residential areas) at Tooting Bec Gardens in Streatham is accessible by public transport (rail and bus).

For many of those coming from the south and west of the diocese, train travel to London Bridge is easy and quick. However, journeys can be long and expensive from some outlying areas. The Jubilee Line, the Croydon Tramlink and extensions to the Docklands Light Railway to Lewisham and Woolwich and the extension (under construction) of the London Overground to West Croydon have helped to improve public transport even in those parts of the Diocese.

## ***Diversity***

Sociologically, Southwark Diocese has a wonderful richness and diversity. The 2001 census showed that 25% of the population of the Diocese is not white. There are major African and Caribbean communities as well as significant groups from the Indian sub-continent, Latin America and the Far East. Following the murders of Stephen Lawrence, Damilola Taylor and others, there remains a major challenge for all public authorities and for the Church to demonstrate that proclaimed anti-racist, multi-cultural and equal opportunities policies are being delivered. Many white working class people feel increasingly alienated and the emergence of far-right political parties (e.g. the BNP) is a matter of concern. The Diocese issues briefing documents on far-right parties at times of local and national elections. Many of our ethnic minority groups are second and third generation and include well established and professional people. Some are recent arrivals and many of these send remittances home.

The Diocese has considerable involvement with the large numbers of refugees and asylum seekers as both London's major airports are near its boundary and the UK Border Agency is based in Croydon.

Many religions other than Christianity have a significant presence, particularly in inner south London; in the urban parts of the Diocese, there is also an enormous range of different Christian groups. Nine out of south London's 12 boroughs fall within the top 50 most religiously diverse local authorities in the country. There are more than 60 non-Christian places of worship in the south London boroughs.

## ***Social identity & deprivation***

Sixty-nine parishes in the Diocese are in the worst 10% nationally of the overall Index of Multiple Deprivation (IMD) rankings. Of these, 14 are in the worst 5% nationally. Several other parishes contain small pockets of severe deprivation and some indicators of deprivation are beginning to appear in some rural parishes in the south of the Diocese. Half the Diocese consists of suburban sprawl which has coalesced into a vast conurbation blessed with a good number of attractive parks and commons. The southern part of the Diocese consists of rural 'green belt' which contains some of the most affluent stockbroker belt in Britain alongside poorer rural communities. There is a large transient population, comparatively rootless and fairly mobile, alongside a significant minority of people who have never moved home and who retain a sense of local identity. Stereotypes of inner city or village fail to describe the complexity and richness of the mix of ethnic groups, religious faiths, artistic and cultural life which can be an opportunity for Christian evangelisation and fellowship as well as a cause for anxiety and a focus for social issues.

Conditions in areas of deprivation highlight problems which affect all areas but, importantly, reveal aspects of the Gospel that are hidden elsewhere and which are vital for the witness of the whole Church. Although much regeneration is taking place (for example on the Greenwich Peninsula), many regeneration projects are now curtailed or on hold due to the financial situation (for example, the Ferrier Estate in Kidbrooke). A considerable amount of south London's housing stock is in poor condition exacerbating the

problems of homelessness. There are high levels of crime in some areas, many citizens feel marginalised and many clergy and laity find life stressful. Five of the ten London boroughs with the highest overall levels of crime in 2006-7 are in the Diocese.

### ***Relations with civic authorities***

Most of the Archdeaconries and Episcopal Areas are coterminous with local authority boundaries. Relationships between church and civic authorities are fostered carefully, with mayors and local authority chief executives invited to an annual function at Bishop's House. City Hall, the home of the Greater London Assembly, is situated in the Diocese. Many years of cutbacks have made life difficult for voluntary bodies and this is forcing the church to seek new ways of participating in community life. The Diocese has a substantial stake in education and a growing involvement in further education.

The Diocese has founded a number of initiatives such as Welcare, which acts as a provider of a range of services under local authority contracts and the Southwark & London Diocesan Housing Association, which manages 217 properties across the two Dioceses.

There are many major social institutions within the Diocese - teaching, general and psychiatric hospitals (for example: Guy's & St Thomas', Mayday and St George's, Tooting); universities and colleges of higher education (for example: London South Bank, Greenwich and King's College); colleges of further education (for example: East Surrey College); and five prisons (including the category A prison at Belmarsh). This is reflected in the large number of chaplains licensed in the Diocese.

# The Church In The Diocese

## *Introduction*

The Diocese of Southwark is known for its strong liberal or radical tradition, but it also embraces the full range of Anglicanism in churchmanship and theological viewpoint. Disagreements tend to be openly debated. With the Diocese having the second highest number of women priests in any Church of England Diocese and a significant number of gay and lesbian priests, it is not surprising that current debates tend to focus on women in the episcopate and human sexuality. It is a constant challenge to hold the Diocese together.

Bishop Tom's vision of:

a confident, prayerful church  
with viable and effective structures  
a holy and trained clergy and laity  
equipped for worship, mission and service

has provided the focus for Diocesan activity throughout his episcopate. His aim has been for a unified Diocese, with enabling Episcopal Areas and supportive deaneries to equip and support vibrant parishes to serve the people of south London and east Surrey.

## *Episcopal Areas and Archdeaconries*

Since 1985 there has been an Episcopal Area system with three Area Bishops - Kingston, Woolwich and Croydon. The formal Area Scheme approved by General Synod in 1991 (see appendix A) does not provide a geographical area for the Diocesan Bishop; he is seen as the Bishop of the whole Diocese, with an important role in leadership throughout the Diocese, particularly of the Episcopal team, and also in many national and regional issues. Most parishes find the Area system effective, and look naturally to the Area Bishop as their Bishop. Each Episcopal area is divided into two Archdeaconries. The relatively large number of Archdeacons means that they are in very close contact with their parishes and clergy and are able to offer detailed advice and support. This is welcomed by parishes and will play an important part in implementing 'Clergy Terms of Service' provisions. There are informal Area Forums where area deans and lay chairs meet.

The three Episcopal Areas have separate offices with the Area Bishop and the Archdeacons working from there, together with some Diocesan officers. In a review of governance and structure in 2004, the Diocesan Synod agreed to disband the Board for Church in Society and replace it with working groups addressing Mission, Youth & Children and Public Policy. The members of these groups are drawn from the Area Forums and are expected to take on a greater role than just attend meetings.

## *Kingston Episcopal Area*

The Kingston Episcopal Area is the western 'third' of the Diocese of Southwark. It covers the London Boroughs of Lambeth, Wandsworth, Merton, Kingston and Richmond (south of the Thames). Within these five Boroughs are found a variety of landmarks and institutions including Brixton Market, Richmond Park, the London Eye, All-England Lawn Tennis Club, Battersea Dogs and Cats Home, St George's Hospital, Kew Gardens and St Michael's Convent, Ham Common.

There are two Archdeaconries, Lambeth and Wandsworth and some 106 parishes, with a combined electoral roll of just under 20,000, spread across eight Deaneries. There are two Universities; one College of Further Education; five Secondary Church Schools; 41 Primary Church Schools as well as three Church of England Foundation Secondary Schools. There are three Religious Communities and three Prisons in the Episcopal Area. Seven Hospitals and Hospices are represented in the area as well. Many of these have Anglican Chaplains. The Kingston Episcopal Area is served by 143 stipendiary clergy; 93 non-stipendiary clergy; 105 Readers; 77 Southwark Pastoral Auxiliaries and two Lay Assistants. Many retired clergy and other ministers also provide valuable service.

South West London is socially and culturally very diverse and the parish churches of the area come in many different shapes, sizes, traditions and styles. Christian mission and ministry are offered in and by these churches and schools, and through a number of chaplaincies in Universities, Further Education Colleges, Hospitals, Prisons, and various church agencies.

The Kingston Episcopal Area is linked with the Diocese of Matabeleland in Zimbabwe.

### ***Woolwich Episcopal Area***

The Woolwich Episcopal Area runs along the River Thames from Blackfriars Bridge to the barrier at Woolwich and beyond to Thamesmead forming part of a vibrant global metropolis. It encompasses the three south-east London Boroughs of Southwark, Lewisham and Greenwich in addition to a few parishes in the Boroughs of Bexley, Bromley and Lambeth.

Within the Area are ten Deaneries and 90 parishes across the two Archdeaconries of Southwark and Lewisham & Greenwich, three Further Education and five Higher Education institutions, three Secondary and two CofE Academies, 32 Church Primary Schools, HMP Belmarsh, two Hospices and five major NHS Trusts, with resources to sustain mission and ministry channelled into each, strategic planning taking place at both Diocesan (overall policy decisions) and area level (local deployment and allocation). There are 122 stipendiary clergy; 66 non-stipendiary clergy; 57 Readers and 37 Southwark Pastoral Auxiliaries.

Great diversity is something intrinsic to the nature of local church life across the Diocese. Along with larger churches where there are encouraging signs of growth there are those with smaller congregations which also appear to be healthy, particularly in inner urban parts of the Diocese.

In March 2009 nearly 8,000 people attending acts of worship throughout the Woolwich Episcopal Area took part in a survey designed to test the evidence for 'signs of growth' among our churches. There was participation across all age groups, including over 1200 between 5-16 years old and the data continues to be processed in partnership with a research team from Warwick University. What is clear from initial findings is that the parish is alive and well as the local unit of Anglican believing and belonging in South East London, served by able and gifted clergy. Over half of adult worshippers (57%) had taken less than ten minutes to travel to church, nearly a third 10-20 minutes, with 47% having walked there.

In terms of belonging, nearly 90% of adult worshippers admitted to a 'strong sense of belonging' and a solid core emerged of nearly 60% attending their church for more than five years with 80% of adults confirmed and a further 8% admitted to communion. There has also been a steady pattern of recruitment during the past five years accounting for over a third of adults and nearly half of those aged 5-16. Strong Black & Minority Ethnic presence in churches across the Area accounts for 35% of our congregations, considerably higher than the 21% figure among the local population in the 2001 Census. This includes a significant number of black majority congregations. 35% of adults have journeyed into the Church of England from other denominations, which together with 5% from a different faith background, is a very telling reflection on Anglican identity.

Capital resources have been poured into regeneration programmes, currently including large estates around the Elephant and Castle in Southwark, the Ferrier in Kidbrooke and the pioneer developments on the Greenwich Peninsula; but these have all been affected by the recent economic downturn. The majority of parishes in the Diocese with significant pockets of deprivation (within the top 5% nationally according to IMD statistics) are located in the Area.

The Woolwich Episcopal Area is linked with the Diocese of Manicaland in Zimbabwe.

### ***Croydon Episcopal Area***

The Croydon Area covers the boroughs of Croydon, Sutton, Tandridge and parts of Bromley, Reigate & Banstead and Mole Valley, stretching from Streatham Common in the north to Gatwick in the south, and from West Wickham in the east to Worcester Park in the west. It is the largest geographically of the three Areas - two thirds of the total.

The Croydon Episcopal Area in its current form came into being in 1985 after Central Croydon was transferred from Canterbury Diocese to Southwark.

There has been a Bishop of Croydon since 1904. There are two Archdeaconries; Croydon and Reigate. The Area Office is in central Croydon close to East Croydon Station. The office is staffed by the Bishop, two Archdeacons, two Advisers and two PAs.

In the Area are eight Deaneries, 102 parishes (122 churches) with a total Electoral Roll of 16,658; 20 Primary schools and four Secondary schools, plus three Church of England Foundation Schools and many private schools besides; and six hospitals. There are 112 stipendiary clergy; 56 non-stipendiary clergy; 105 Readers and 75 Southwark Pastoral Auxiliaries.

In the last two decades the Area has changed demographically, racially and culturally, making parts of it more typical of South London as a whole. Many Anglican churches in the north of the Area are now mainly Black and Minority Ethnic in congregational make-up and leadership. Churches in the south of the Area have not experienced this change to the same degree and the rural areas present their own challenges. Additionally, the Reigate deanery has some of the worst areas of deprivation in the county. The UK Border Agency is based in Croydon and is now the sole entry point for those claiming asylum in the UK. It is not possible to determine the exact number of 'asylum seekers' living in the borough at any one time, but they will consist of those seeking asylum status, unaccompanied minors and those refused and awaiting removal. This puts enormous pressure on the Borough of Croydon because of variable or inadequate funding by central government. Although Gatwick Detention Centre is just outside the Diocese (in the Diocese of Chichester), members of local churches in the Reigate Archdeaconry act as volunteers at the Centre.

Our urban areas face the same opportunities and challenges as most of south London. Transport and communications are excellent, but knife crime, unemployment and youth disaffection are evident. Rural areas face problems of isolation, hidden poverty and unemployment set against a very rich tapestry of wealth.

There is a rich diversity of church life and ecumenical relations are good. The Area has a strong link with the Diocese of Central Zimbabwe and many parishes commit to home and overseas mission projects over and above their financial commitment to the Diocese, which is strong.

## ***Diocesan structure***

The Diocesan Synod meets three times a year with full days planned on a Saturday in March and November, and an evening in July. Recently, there has been a cancellation of one Diocesan Synod and a pattern has emerged of morning only Synods. The Bishop's Council meets for 3 evenings during the year and a full day in November. The Diocesan Board of Finance is separate from the synodical process, its members being elected by the Deanery Synods specifically to represent them on finance. The decision has been taken that the Diocese should continue with a separate Board of Finance, rather than having the membership the same as the Bishop's Council with finance as a sub-committee. Having this separation gives confidence to Deaneries and parishes that the finances and funding through parish share are not dictated by policy. This worked well in the recent process to address the financial shortfall.

As a result of the financial review in 2009, a group chaired by Baroness Perry of Southwark has been asked to examine Diocesan structures and prepare a report to brief the new Diocesan Bishop.

A diagram showing the structure for governance of the Diocese is attached (Appendix B).

## ***Pastoral reorganisation***

A programme of pastoral reorganisation has resulted in a number of larger parochial units under leadership of a stipendiary priest, assisted by a team of stipendiary and/or non stipendiary priests with trained lay people sharing ministry. This helps to ensure that no one works alone. All clergy have annual interviews and there is a culture of ministerial education and training (see below).

## ***Women's ministry***

Women's ministry is strong in this Diocese (25% of stipendiary clergy are women - the second highest (after the Diocese of Oxford) in the Church of England. Southwark Diocesan Synod launched the legislative process which secured the ordination of women to the priesthood and has indicated its whole-hearted support of women in the episcopate. We have a female Canon Chancellor and Theologian and a female Archdeacon. Thirty parishes have passed one of, or both, resolutions A and B. Extended Episcopal Care is provided by the Bishop of Fulham to 17 of these parishes.

## ***Ethnic diversity***

Many Southwark parishes have members with roots in a variety of cultures and are able to contribute insights from other Christian traditions. Nearly 25% of members of Diocesan congregations are from ethnic minorities (cf. approximately 5% nationally) - an increase from 18% in 2002. This is the second largest after the Diocese of London. Much progress has been made in recent years to ensure that our congregations are a more appropriate reflection of the communities in which they are set. In 2007, 54 parishes in the Diocese reported that they had black or ethnic majority congregations - an increase of 15 from 2002. Many ethnic communities include second and third generation families and professional middle class church members with talents to offer. There is still much to be done to ensure that African, Asian and Caribbean members assume their rightful place in the affairs of the Diocese at all levels. This includes worship, senior appointments, and representation on parochial church councils, deanery and Diocesan synods, and committees.

There are 29 black or minority ethnic (BME) stipendiary clergy and 16 non-stipendiary BME clergy. Whilst the Diocese continues to encourage vocations from among BME congregations, there is only one BME ordinand due to be ordained in 2010 (out of a total of 41) - in 2008 there were six BME ordinands out of a total of 37. It is proving particularly hard to identify vocations among British-born BME Anglicans.

In the wake of the Stephen Lawrence Inquiry in 1999, Bishop Tom instigated an inquiry into institutional racism within the Diocese. This was carried out in conjunction with the (then) Commission for Racial Equality. One of the recommendations adopted was the formation of the Minority Ethnic Anglican Concerns Committee (MEACC) and the appointment of a dedicated officer to handle black and minority ethnic issues. The Archdeacon of Reigate is also the current chair of the national Committee for Minority Ethnic Anglican Concerns (CMEAC).

### ***Other denominations***

There is a continuing increase in the number of black independent churches which are now an important Christian element in the Diocese and not always represented in ecumenical activity. There is a need to revitalise the ecumenical scene so that we can work with ecumenical partners in our common task of proclaiming the good news of Jesus Christ in more effective ways. This is especially difficult in the capital city where national headquarters initiatives can swamp local work, and where the enormous diversity of groups creates communication difficulties between churches.

The Porvoo Communion is a living reality in the Diocese, as the Churches of Norway, Sweden and Finland all have buildings and congregations in Rotherhithe. Clergy and lay people from these churches play a full part in the life of the Deanery, and the Diocese regularly hosts groups from the Nordic churches wishing to learn more about the Church of England. The Cathedral has a longstanding link with Bergen, and some other parishes have developed informal Porvoo links.

### ***Other faith traditions***

The Diocese is committed to developing links with the many other faith communities in our area so that together we are able to witness to the claims of truth and justice in our public and communal life. At parish level, several churches have developed close links with mosques and other places of worship. Anglicans play a major part in the multi-faith forums and groups which are found in most of the South London boroughs. The Diocese is working collaboratively with the Dioceses of London, Chelmsford and Rochester to fund the Greater London Presence and Engagement Network, resourcing clergy and parishes in their mission and ministry among communities of different faiths.

### ***Pressures facing the parishes***

Despite national trends, many parishes are experiencing significant growth. Nevertheless there are still some small parishes with their own incumbent and a small congregation, which can be vibrant with life and commitment offering sacrificial service to the community around them, or can be simply consumed with maintenance, particularly of church buildings and halls which have outlived their purpose.

The reductions in stipendiary clergy in recent years (and on-going financial pressures) have required the Diocese to rethink how resources can best be deployed and how loss of confidence can be minimised. As mentioned above, many parishes now share a stipendiary priest with another parish or with other ecclesiastical or secular employment. The development of parish based local ministry teams is one important feature of Diocesan life.

The Diocese has the lowest percentage of listed churches of all Church of England Dioceses. There are very few sources of grant aid for unlisted churches and VAT cannot be recovered on works to unlisted buildings. A number of parishes are beginning to explore redevelopment schemes that involve a range of properties - church, hall and parsonage - in an attempt to provide buildings that are fit for purpose. Much needed social housing is often provided as part of such developments.

## ***Training***

The Diocese is a major partner in the South East Institute for Theological Education (SEITE). The Diocese has 73 people currently in training (or about to enter training) for the ordained ministry and regularly exports new deacons and priests to other Dioceses.

Well trained clergy and laity are vital to the work of the Diocese. There is considerable investment to provide knowledge and skills training for parish ministry, primarily to develop those holding nationally recognised parish offices. Usual work includes Ministry Matters, a programme of courses for all in ministry and annual courses for Southwark Pastoral Auxiliaries and Readers. Current additional work includes encouraging younger vocations and vocations from black and minority ethnic backgrounds, leadership development training for new incumbents, new Southwark Pastoral Auxiliary (SPA) procedures, accrediting Reader training and accredited IME 4-7 for curates. With a steady increase in legislation involving churches and church halls, there are training opportunities for churchwardens and others.

## ***Safeguarding children and vulnerable adults***

The Diocesan Synod adopted new Policies Procedures and Guidelines for Safeguarding Children, Safeguarding Vulnerable Adults and Responding to Domestic Abuse, in November 2008. A review of all past child protection cases was completed in 2009.

A full time Safeguarding Adviser is accountable directly to the Diocesan Bishop for advice on all safeguarding allegations and concerns and is responsible for policy drafting and implementation, and safeguarding training for clergy and lay people.

## ***Youth and children***

An ongoing area of concern is the involvement of young people. They are conspicuous by their absence in some parishes, though there are good models of the sort of programme which is attractive to youth and successful in generating commitment and activity. The financial review in 2009 will result in a major reshaping of the way the Diocese approaches youth and children's work.

The Diocese has pioneered the admission of children to communion before confirmation for nearly 40 years, and many parishes do so.

## ***Education***

There are 106 Church of England schools in the Diocese; 91 Primary (86 Voluntary Aided, four Voluntary Controlled, one Foundation), 12 Secondary and three Academies, educating more than 30,000 children and young people. There are also eight Higher and 11 Further Education centres. The Diocesan Bishop is President of the Diocesan Board of Education, and the Director of Education is a member of the Bishop's Senior Staff.

Through the Board of Education, the Diocese supports the provision, effectiveness and development of Church of England schools and education chaplaincy. The Board specifically seeks to support and nurture the Christian ethos, effectiveness and distinctiveness of church schools; to advise, support and develop school leaders and teachers; to promote excellence in religious education and collective worship; to advise and train school governors and trustees; to improve and maintain school buildings and facilities and to enable access to capital investment programmes. The Board also oversees the development of chaplaincy in Further and Higher Education. The Board of Education works in close partnership with 12 local authorities and with other regional and national education bodies.

The development of future school leaders is central to the effectiveness and distinctiveness of church schools. The Board of Education provides an extended programme of training and development for RE co-ordinators, middle leaders, aspiring deputy headteachers and headteachers. The Southwark Diocesan Head Teachers' Association (SDHTA) connects colleagues across the Diocese and works in close partnership with the Board to nurture a strong sense of belonging to the Diocesan 'family' of schools, including through an annual residential conference.

Church Schools' and Academies' governance has experienced a 'step change' and governors require access to an increased level of advice, guidance and training.

The continuing commitment to major investment in schools is bringing forward increased levels of capital investment through the Building Schools for the Future and Primary Capital Programmes. The total value of investment in Diocesan schools over the next four years or so is estimated to exceed £90 million.

Local authorities within the Diocese are currently experiencing a significant increase in demand for Primary school places and projections indicate this will continue. Fourteen Diocesan schools have been identified for possible expansion and some local authorities will require new schools in order to provide sufficient school places.

Through the government's Academies Programme it has been possible to extend and develop secondary provision within the Diocese. Kingston remains the only local authority area without a Church of England secondary school and has recently identified the need for a new eight form entry secondary school.

Schools are being encouraged to work collaboratively with other schools, local providers and agencies to provide a range of extended services. These may include: childcare, parent and family support, after school activities, access to health and specialist services, community access and adult and family learning.

There is an active network of Higher Education chaplains who meet on a regular basis and are supported by a part-time Chaplaincy Development Officer. With the increasing numbers in Further Education, this is a key area for development, requiring new and innovative approaches to chaplaincy.

## ***The Diocese in the world***

Recent Bishops of Southwark have taken their work in the House of Lords seriously, particularly in debates on social issues. This is appreciated widely. The Diocese has a number of working groups (including Mission, Children and Youth, and Public Policy) which oversee a wide range of issues for which the groups are dependent upon the professional input of their elected members as well as the Area Mission Team members and others. The Diocese has a tradition of innovation and openness to experiment and a track record of enabling the church to speak authoritatively to the society in which it is set.

The most recent Bishop has had a high profile in the media, including Thought for the Day and many appearances on Newsnight and other news programmes. This has been a source of pride to the Diocese and arises partly out of inclination and the ability to perform under pressure and partly as a result of being so close, geographically, to the BBC.

## ***Mothers' Union***

Mothers' Union is a strong and active organisation in the Diocese of Southwark, working under the patronage of the Bishop, and in partnership with local clergy and parishes, as well as with the central organisation at Mary Sumner House. We are proud to include Rosemary Kempzell, the current Worldwide President, in our Southwark membership.

The diversity of the Diocese is reflected in the Mothers' Union membership. There are around 2,000 members in 100 parishes throughout the Diocese, representing a wide range of cultures and backgrounds, as well as covering the whole spectrum of churchmanship, theology and preferred styles of worship. We consider this diversity a great strength, bringing vibrancy to our fellowship, and we enjoy opportunities to share our different experiences. In the past few years, Southwark MU has experienced considerable growth, particularly in the Woolwich area where ten branches have opened since 2003.

Southwark MU members work in their local communities and share together in Diocesan projects such as our work in prisons and "Away from it all" holidays. Recent projects include re-equipping the play area at HM Prison Belmarsh, responding to domestic abuse and producing a booklet supporting families affected by the current domestic downturn. MU members are also active participants in the Anglican Communion links with Zimbabwe, our project for 2010 being to raise money to equip a shelter for expectant mothers in Masvingo.

## ***Zimbabwe link***

The Diocese greatly values its link with the three Zimbabwean Dioceses of Matabeleland, Manicaland and Central Zimbabwe. These links are maintained at an Episcopal Area level. The Cathedral has also established a link with the Diocese of Masvingo.

# Finance

## *Introduction*

As in other Dioceses, Southwark is enduring both a reduction in income and additional costs of ministry. During 2009 a Financial Task Group was set up and made recommendations to address a potential shortfall of £550,000 in 2010. The Board of Finance and the Bishop's Council worked together and agreed reductions in costs across the whole spectrum of Diocesan life. This produced a balanced budget for 2010, and also forecasts sustainability on current activities.

## *Income and expenditure*

Southwark is one of the largest Dioceses in the Church of England, and has an income/expenditure of over £20 million p.a:

### *Income*

Parish Share	£16m
Other Income	£4m

### *Expenditure*

Ministry	£17m
<i>(stipends/training &amp; housing)</i>	
Other costs	£3m

In addition, there is a parsonage replacement programme to address the large number of unsuitable houses. Replacing unsuitable houses contributes to the morale of clergy in addition to reducing heating bills. There will be nine replacement parsonages completed in 2010. These are being built to the highest levels of energy efficiency and sustainability.

## *Parish share*

Parish share is calculated on 'potential' of direct giving through a progressive Fairer Shares scheme. This has been in operation for around 30 years and allows deployment of clergy in the most deprived areas of this diverse Diocese. Parish Share collection has brought in regularly 99% with arrears being negotiated as loans. However the current financial downturn has brought the collection rate down to 98% and a forecast of 97% for 2009. Arrears are not 'written off' and this collection rate is envied. The Diocese does not receive any financial support from the Church Commissioners. The 1% with a history of failing to meet the quota are attracting more interest as time goes on, being wealthy parishes, and this will be a challenge for the incoming Bishop.

Maintenance of the Fairer Shares scheme is essential if our smaller congregations are to be supported adequately. The average level of giving in Southwark per member has for many years been among the highest of any English Diocese, reflecting the need to make up for the low level of historic endowments. Generosity is often to be found in some of the poorest parishes and amongst poorer people. Almost all parishes find it difficult to raise enough money to pay their contribution and meet their own costs. This has been exacerbated by the recent world-wide financial situation. Levels of giving need to rise in many places and a variety of initiatives, including our TRIO (The Responsibility Is Ours) programme, have had a positive impact. However, there can be no relaxation of Christian Stewardship teaching and personal sacrificial giving if mission at home and abroad is to be maintained and strengthened.

### ***Assistance to parishes***

The Board of Finance assists parishes with their developments by making loans, some substantial, using a bank loan facility of around £3 million. This has enabled parishes to realise their visions which otherwise would take many years.

### ***Clergy numbers***

Southwark is 10% (30) over its 'Sheffield' clergy number currently. The financial forecast plans for a reduction in clergy numbers, which matches the reduction in the 'Sheffield' share of clergy resources nationally. Every vacancy is reviewed to see if there is a potential for pastoral reorganisation, in the knowledge that clergy resources are diminishing.

# The Cathedral

Southwark Cathedral is the oldest church of the three great London 'cathedrals' (AD606). It has a contemporary ministry reflecting its diverse history. Located a few yards from the northern border of the Diocese (the middle of the Thames) accessibility is, nevertheless, faster, easier and greater than for many shire-cathedrals because public transport links by bus and train to London Bridge, Waterloo and Blackfriars stations (all being upgraded) are second to none. The parish population has grown considerably as a result of regeneration, incorporating socio-economic deprivation alongside enormous wealth; additionally the Cathedral's daughter church, St Hugh's, almost exclusively consists of local authority housing. The congregation fully represents the economic, educational, ethnic and social diversities of the area.

There is emphasis on the clergy attending the Daily Offices together, the liturgy is distinctively modern-catholic, choral evensong is almost daily.

The clergy consists of the Dean, two 'Commissioners canons' and three 'Diocesan canons' with specialised roles, the Succentor (half time chaplain to King's College Medical School), an Associate Priest is currently seconded representing the link with Zimbabwe. St Hugh's has two assistant clergy, one is NSM, the other half time chaplain to the Cathedral's girls' Secondary school. (The Cathedral has three schools.)

The Cathedral congregation has trebled in the past dozen years; attendance, notably at Christmas and Easter, has quadrupled. Over half live within a mile but a proportion travel considerable distances (e.g. from Brighton, Sevenoaks, St Albans).

In this respect it leads the way nationally as an example of the evangelising potential of excellence in liturgy, music and preaching. It requires great flexibility and intellectual agility for the Bishop's full participation as much as for the permanent staff.

Priority for the Diocesan Bishop's role is an established principle, for example in officiating at all ordinations within the Cathedral, the Chrism mass, the Easter Ceremonies, attendance at Midnight Mass and the Cathedral carol services (he is usually represented by an Area Bishop at the second). The Cathedral's role as the seat of the Bishop's mission and ministry is clearly represented therefore and acknowledged throughout the Diocese. Relationships with Bishop Tom Butler have been warm, as they were with his predecessor. The Cathedral is a weekly training centre for Ordinands (SEITE), Readers, and a wide range of termly courses and study days. Several hundred people from the Diocese use the facilities almost every evening.

# Appendix A - Area Scheme

## DIOCESES MEASURE 1978 - SCHEME FOR THE DIOCESE OF SOUTHWARK

Prepared by the Bishop of the Diocese under section 11 of the Dioceses Measure 1978 for making permanent provision with respect to the discharge of episcopal functions in the Diocese and submitted to the Dioceses Commission.

### 1. THE EPISCOPAL AREAS AND OVERSIGHT OF THE DIOCESE

For the Diocese of Southwark there shall be created the following episcopal areas:

The area comprising the Archdeaconries of Lewisham and Southwark

The area comprising the Archdeaconries of Lambeth and Wandsworth

The area comprising the Archdeaconries of Croydon and Reigate

### 2. The episcopal oversight of each area shall be shared by the Bishop of the Diocese with the Suffragan Bishop of the area as follows:

#### The Suffragan Bishop of Woolwich

The area comprising the Archdeaconries of Lewisham and Southwark which shall be known as the Woolwich Area.

#### The Suffragan Bishop of Kingston-upon-Thames

The area comprising the Archdeaconries of Lambeth and Wandsworth which shall be known as the Kingston Area.

#### The Suffragan Bishop of Croydon

The area comprising the Archdeaconries of Croydon and Reigate which shall be known as the Croydon Area.

### 3. THE AREA BISHOPS

The Area Bishops shall discharge in relation to their respective areas, those functions of the Bishop of the Diocese which are specified in the appendix to this Scheme and subject to the provisions of Section 11(7) of the 1978 Measure, all other functions being reserved to the Bishop of the Diocese who shall have power to revoke, amend or add to the delegated functions set out in the appendix, subject to the consent of the Diocesan Synod.

### 4. The Bishop of the Diocese and the Area Bishops shall meet together as occasion requires, but not less than six times a year and the Bishop of the Diocese and the Area Bishops shall consult together concerning those functions of the Bishop of the Diocese which he has retained.

### 5. Where an Area Bishop is unable by reason of illness or absence from the Diocese to exercise his functions under this Scheme or where there is a vacancy in the see of the Area Bishop, the functions exercisable by him in accordance with this Scheme shall be exercisable by the Bishop of the Diocese or by such person being in episcopal orders as the Bishop of the Diocese may appoint.

### 6. DIOCESAN SECRETARIAT

The Diocesan Secretary and his staff shall be responsible for servicing all areas.

### 7. COMMENCEMENT AND CITATION

This Scheme shall come into operation on the 1st day of August 1991 and may be cited as the Diocese of Southwark Area Scheme 1991.

## DIOCESE OF SOUTHWARK AREA SCHEME 1991

### APPENDIX TO AREA SCHEME

#### EPISCOPAL FUNCTIONS TO BE DELEGATED BY THE DIOCESAN TO THE AREA BISHOPS

1. Grants of licences to officiate and perform particular duties, subject to any general directions by the Diocesan.
2. Grants of permission to officiate.
3. Appointment of Rural Deans.
4. Grants of licences to engage in secular occupations.
5. Grant of authorization under Section 3 of Ecclesiastical Offices (Age limit) Measure 1975 to continue in office.
6. Functions in respect of Sequestration.
7. Appointments to Benefices under the Patronage (Benefices) Measure 1986 except for consents to transfer rights of Patronage S3(2) & (6) and notifications of vacancies S7.
8. Institution or collation to a Benefice. The Diocesan retains the right to institute or collate to any benefice in his Diocese.
9. Admission to office and grant of licences to deaconesses, lay workers and readers.
10. Issue of authorization to lay persons to take services, preach or distribute Holy Communion.
11. Functions under the Churchwardens (Appointment and Resignation) Measure 1964
12. Conduct of Confirmations, subject to the right of the Diocesan Bishop to hold Confirmations in any Area of the Diocese.
13. Approving forms of Services within parameters determined by the Diocesan.
14. Determination of issues arising in connection with use of forms of service or of variations made by ministers in such forms.
15. Issue of directions as to the services which are to be held or are not required to be held in churches (other than Parish Churches) or in buildings licensed for public worship.
16. Authorizing ministers to dispense with reading of services in a parish church or parish centre of worship.
17. Determination of dispute as to change of vesture in use in a church or chapel.
18. Licensing a building or part thereof for public worship.
19. Designation of a building as a parish centre of worship and revocation of such designation.
20. Licensing a public chapel for publication of banns and solemnization of marriages.
21. Order making a building licensed for public worship subject to faculty jurisdiction and revocation of such order.
22. Consecration of a churchyard or burial ground.
23. Issue of directions as to use of a church or chapel for play, concert or exhibition.
24. Giving consent to creation or dissolution of a conventional district.
25. Issue of directions to, or entering into agreement with, pastoral committee with respect to review of arrangements for pastoral supervision.
26. Functions under the Parochial Registers and Records Measure 1978.
27. Issue of notice suspending right of presentation or extending period of suspension.
28. Giving consents under the Parsonages Measure 1938.
29. Functions arising during vacancies in benefices.
30. Grants of licences for non-residence.
31. Issue of orders and directions in connection with the exclusion of persons from Holy Communion, subject to any general direction by the Diocesan.
32. Powers under Rule 43(1) of the Church Representation Rules authorized as Schedule 3 of the Synodical Government Measure 1969, other than powers affecting membership of the General or Diocesan Synods.

# Appendix B - Diocesan governance

DIOCESE OF SOUTHWARK  
Flow chart of lines of communication - March 2010

