In looking back on a year past it is important that we take time and space to reflect thankfully on the many opportunities that come to each of us in our everyday lives to witness to God’s generosity and love for all that he has made. 2014 was a year in which, right across the Diocese, there were indeed many opportunities to serve our parishes and communities in creative and exciting ways.

In February I was glad to visit all five Anglican Dioceses in Zimbabwe and their Bishops, four of the five with formal links to this Diocese - Bishop Cleophas Lunga and the Diocese of Matabeleland with the Kingston Episcopal Area and Bishop Richard, Bishop Julius Makoni and the Diocese of Manicaland with the Woolwich Episcopal Area and Bishop Michael, Bishop Ishmael Mukawanga and the Diocese of Central Zimbabwe with the Croydon Episcopal Area and Bishop Jonathan, Bishop Godfrey Tawonezvi and the Diocese of Masvingo with the Cathedral. We are greatly blessed by these links and continue to learn much from our solemn commitment to strong solidarity in prayer and mutual encouragement. The timing of the visit was dictated by the need to get good material to publicise projects to be supported by the Lent Call, a task undertaken energetically by the Diocesan Director of Communications, Canon Wendy Robins and my Chaplain, Mark Steadman.

Our ecumenical partnerships remind us of the strength of Christian presence and witness in South London and East Surrey, not least in supporting food banks, winter night shelters, street pastors and street angels with an impressive supply of voluntary endeavour. On the Tuesday of Holy Week I met with the Roman Catholic Archbishop of Southwark, Peter Smith. We started our morning with a good breakfast at the ‘Clink’ Restaurant within Brixton Prison cooked by prisoners preparing for their release by studying for NVQs and acquiring life skills that will assist in their rehabilitation. We went on together to visit the Spires Project in Streatham, thus experiencing for ourselves two transformational projects that make a real difference to people’s lives and to give encouragement to the staff and volunteers.

In the Churchyard at St Leonard’s Streatham, my parish church, we found a large cross, made out of empty beer cans collected in the churchyard, located near the entrance throughout Lent. It reminded us that Jesus was treated like the detritus of society. So it is, all too often, for homeless, marginalised and vulnerable people in our midst. That is why Biblical imperatives to come to their aid as neighbour and friend are all important and inform Christian mission and social action. The Cross made of discarded cans offered a vivid image for passers by that linked the reality of the work at Spires with our faith journey.

Throughout the land and not least in the Diocese of Southwark growing numbers of families continue to experience food poverty and economic hardship. The magnificent response led by clusters of local churches of all denominations often in partnership with charitable trusts in setting up hundreds of food banks has gone some considerable way to alleviating the crisis; yet the scandal of needing food banks at all in one of the most affluent nations in the world continues to hold a mirror up to us all. That said, there is much joyful engagement where strangers become friends and the Good News of the Gospel is lived out in these very human encounters.

During the year the implementation of Strategy for Ministry continued apace and was co-ordinated by the Bishop of Croydon. Adrian Greenwood, Chair of the House of Laity, has kept our focus on ‘breathing new life into our Deaneries’. A new Parish Support Fund won wholehearted support from Diocesan Synod and will replace the Fairer Shares system of parish apportionment which served the Diocese well for more than twenty years but had run its course. The Fit for
Esther Mombo and a Chaplaincy Team of three Bishops, Victoria of Christchurch including the ArchBishop of York, inspirational bible studies facilitated by Dr to together on a specially chartered train from St Pancras. Excellent speakers life enhancing residential conference held at Swanwick in Derbyshire, travelling In October over 350 clergy with their Bishops and Archdeacons shared in a very blessed by the gifts and ministry of both women and men serving as priests in the ministerial priesthood in the intervening twenty years: indeed we are greatly joined by many of the pioneer women whose ministry has so enriched the Williamson who had presided over the ordinations in Eastertide 1994. He was of women priests in Southwark and I was glad to welcome back Bishop Roy There were further celebrations in September to mark the 20th anniversary broad spectrum of theological conviction. Principles which are designed to ensure that all may flourish in ministry across a last a new polity for the Church of England was established around Five Guiding developments lies a profound recognition that all baptised Christians are called constantly to deepen discipleship, with the ministry of all disciples, lay and ordained, being central to the life of the Church, where we are nourished in Word and Sacrament in the celebration of the Eucharist, called anew to mission in the Lord’s service.

Synod again approved grants for the Diocesan Board of Education (SDBE) and Welcare, mindful that our 106 Church Schools are a wonderful testament to our mission priorities, Christian convictions and community engagement, providing high quality education for over 37,000 young people and equipping them for their future lives. The SDBE is chaired by The Bishop of Kingston with Colin Powell as Director. Welcare, with Anna Khan at its helm, in partnership with the Diocese, reaches a significant number of the most needy and vulnerable families and marked its 120th anniversary by renewing its vision and commitment to this vital work.

2014 was a year that will be remembered in the Church of England for the General Synod vote to ordain women into the Episcopate, followed by completion of the Legislative process to Promulgation of the Measure in time for The Revd Libby Lane to be nominated to the See of Stockport before Christmas. At long last a new polity for the Church of England was established around Five Guiding Principles which are designed to ensure that all may flourish in ministry across a broad spectrum of theological conviction.

There were further celebrations in September to mark the 20th anniversary of women priests in Southwark and I was glad to welcome back Bishop Roy Williamson who had presided over the ordinations in Eastertide 1994. He was joined by many of the pioneer women whose ministry has so enriched the ministerial priesthood in the intervening twenty years: indeed we are greatly blessed by the gifts and ministry of both women and men serving as priests in the Diocese.

In October over 350 clergy with their Bishops and Archdeacons shared in a very life enhancing residential conference held at Swanwick in Derbyshire, travelling together on a specially chartered train from St Pancras. Excellent speakers including the Archbishop of York, inspirational bible studies facilitated by Dr Esther Mombo and a Chaplaincy Team of three Bishops, Victoria of Christchurch New Zealand, Jonathan of Fulham and Cleophas of Matabeleland made for a fruitful and energising time together. The rich diet of worship, joyful fellowship and mutual learning helped us to experience how good it is when brothers and sisters dwell together in unity.

In December I joined the Bench of Bishops in the House of Lords which I hope will enable me to speak into issues of concern within the Diocese. There are many reminders of the Christian foundations of our nation and institutions along with opportunities to ensure the Church continues to be Christ centred and outward focused, fully present and engaged in the public square, helping to bring theological perspectives with a wealth of earthed community experience and a moral consciousness to major policy issues as we seek to renew our national life.

In December 2014 we said farewell after 28 years to Simon Parton who had been Diocesan Secretary for a good number of those years. Under the revised Cathedral Statutes I was glad to appoint Simon as Lay Canon Emeritus. He has been succeeded by Ruth Martin who worked alongside Simon in December before taking up the post at the beginning of 2015. The Revd Dr Mandy Ford was appointed Canon Chancellor and Director of Ministerial Education, bringing us her considerable experience of urban ministry in the Diocese of Leicester. Canon Bruce Saunders retired as Sub Dean and Canon Pastor in June after long and distinguished service in the Diocese and at the end of the year Mark Gregory resigned as Financial Controller to take on a similar post with Charlton Football Club Community Trust.

At Pentecost there was a service of thanksgiving in the Cathedral for the many blessings of Faith, Hope, Love, my Call to Mission. In my sermon, looking to the future, I said the following:

“Let us pray that we will be people with Hearts on Fire, who love God, who walk with Jesus and who are led by the Spirit. Throughout the Diocese of Southwark may this be seen in our worshiping, in the service we offer in our communities, in how we live and in the way we speak for the marginalised and the weak.”

With our Area system it is possible for all our parishes to have close interaction with their Area Bishop and Archdeacons and I express heartfelt appreciation to all my colleagues in the Diocese, which it is a joyful privilege to serve as Diocesan Bishop. The call to discipleship is one that all Christians share and I pray that we will be active in sharing our faith across the Diocese, and beyond, with much gladness and joy, the Lord being our helper.

_____________________________

Christopher Southwark
The Croydon Episcopal Area covers the London Boroughs of Croydon and Sutton and the Surrey District of Tandridge, the majority of the Surrey District of Reigate & Banstead, with a few parishes in the Mole Valley District and in the London Borough of Bromley.

2014 began with the Bishop and Archdeacons all absent from the area - visiting our link Diocese of Central Zimbabwe. While Archdeacons Danny and Chris got to know the Diocese, Bishop Jonathan had the privilege of conducting the annual retreat for the clergy of the Diocese. It was very encouraging also to see the progress in their long running project to build a hospital at the Diocesan mission of St Patrick’s, and we look forward to returning to Central Zimbabwe in autumn 2015 for a dedication service as it opens.

Towards the end of the year we were blessed with a visit from Bishop Ishmael and his wife Elizabeth which further served to reinforce our links in prayer and mission.

2014 also continued the Croydon Area’s recent history of significant change among the clergy: 21 were licensed to new posts within the Area, including twelve new incumbents, and nine clergy moving into the Diocese. We were glad also to welcome curates newly ordained, Readers newly licensed and SPAs newly commissioned. School chaplaincy gained a higher profile in the area during the year, as the Revd Wealands Bell and the Revd Jenny Penn were appointed alongside their parochial roles as half-time chaplains, respectively to St Andrew’s School, Croydon and St Bede’s School, Redhill.

In the Borough of Croydon, a significant development during the year was the establishment of a faith leaders’ group to complement the work of Faiths Together in Croydon, bringing together for the first time leaders from all the main faith traditions represented in the Borough.

The 2014 Clergy Study Day focused on the theme of evangelism, and we were encouraged and inspired particularly by Rachel Jordan, National Adviser for Mission and Evangelism and Ian Mobsby of the Moot Community. We also held a consultation to which all those in ministry teams, all SPAs, Readers and clergy were invited, at which Bishop Christopher’s Hearts on Fire theme for the life of the Diocese was welcomed and explored.

The Rt Revd Jonathan Clark
Bishop of Croydon
## Did you know?

The Croydon Episcopal 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 geographically the largest of the three Areas - two thirds of the total.

There has been a Bishop of Croydon since 1904 but the Croydon Episcopal Area, in its current form, did not come into being until 1985 after Central Croydon was transferred from Canterbury Diocese to Southwark.

The Area has two Archdeaconries; Croydon and Reigate, eight Deaneries, and 104 parishes (120 churches). There are 20 Primary schools, four Secondary schools, three Church of England Foundation Schools, two colleges and many private schools besides. There are also six hospitals.

The Croydon Area has 105 stipendiary clergy; 52 non-stipendiary clergy; 94 Readers and 81 Southwark Pastoral Auxiliaries.

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The Kingston Area Mission Team supports the mission and ministry of the Church across the Boroughs of Lambeth, Merton, Wandsworth, Richmond (south of the Thames) and Kingston. This work is primarily carried out through 103 parishes, 46 Church schools, and chaplaincies in three universities, two prisons and seven hospitals and hospices.

The huge Nine Elms development, which is transforming the south bank of the Thames between Lambeth and Chelsea Bridges, continued to emerge in 2014. The close involvement of local parishes, both with this and with the neighbouring redevelopment of Battersea Power Station, means that we are making real progress in ensuring that we can carry out the Diocese’s mission in these new communities.

Growth was also the focus of February’s event launching Mission Action Planning as a way of helping parishes to understand and act on their mission to grow the church. The response has been creative and encouraging, and it was also good to be able to fund a wide range of growth-related initiatives through a generous grant from the Church Commissioners. Parishes, chaplaincies and schools are the bedrock of the Church and such imaginative responses to local challenges are crucial to its mission.

I was grateful to the Revd Dr Mark Garner, Principal of Whitelands College at the University of Roehampton for inviting us to hold a Symposium for clergy and Readers there in June. Whitelands has close links with the Church and a strong Anglican ethos and it was appropriate that clergy and Readers from the Area at a Symposium on “Inspiring and implementing mission” should have the opportunity to learn something of its work. We were privileged to receive excellent papers on mission from the Revd Stephen Kuhrt, the Revd Angus Aagaard and the Venerable Simon Gates, and to learn more from each other through group discussion.

Our chaplains work in a wide range of organisations and it was a privilege to attend the launch of Wandsworth Community Chaplaincy Trust at Wandsworth Prison. This multi-faith chaplaincy team aims to improve the life chances of ex-prisoners by helping local faith communities to support them before and after release.

I was also pleased to be joined by representatives of a number of parishes in walking along the Thames from Waterloo to Southwark Cathedral before a service to mark the achievements of Bishop Christopher’s Call to Mission, “Faith, Hope, Love”.

We value our link with Matabeleland and we were delighted to welcome Bishop Cleophas Lunga to the Area in October before travelling together to the Diocesan Conference. He and I were both warmly welcomed to Christ Church, West Wimbledon on the Sunday during his stay, and an afternoon meeting with members of the Mothers’ Union and the Link Committee provided another opportunity to hear about the challenges which face Christians in Zimbabwe. We can learn much from the way people there demonstrate faith, hope and love despite highly challenging circumstances.

The Rt Revd Dr Richard Cheetham
Bishop of Kingston
### October 2015

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**Did you know?**

The Kingston Episcopal Area is the western ‘third’ of the Diocese of Southwark. Within the five Boroughs it covers are found a variety of landmarks and institutions including Richmond Park, the London Eye, the All-England Lawn Tennis Club at Wimbledon, Battersea Dogs and Cats Home, the iconic Battersea Power Station and Kew Gardens.

The Area includes the Archdeaconries of Lambeth and Wandsworth and eight Deaneries, containing some 103 parishes with a combined electoral roll of over 20,000. There are three Universities; five Church Secondary Schools; 41 Church Primary Schools as well as three Church of England Foundation Secondary Schools. There are three Religious Communities, two Prisons and seven Hospitals and Hospices in the Episcopal Area.

The Episcopal Area is served by 131 stipendiary and 65 non-stipendiary Clergy; 100 Readers; 65 Southwark Pastoral Auxiliaries; and two Lay Assistants. Many retired clergy and other ministers also provide valuable service.
The Woolwich Area Mission Team seeks to provide advice and encouragement to the 90 parishes and 10 Deaneries within the Woolwich Episcopal Area, which covers the London Boroughs of Southwark, Lewisham and Greenwich (with some parishes also in Lambeth, Bromley and Bexley).

The Bishop of Woolwich, the Archdeacon of Southwark and the Archdeacon of Lewisham & Greenwich seek to work closely together as a ‘Trio’ in supporting parishes, clergy and lay ministers, and to engage with communities and civic authorities across the area.

In 2014, the implementation of the Diocesan Strategy for Mission has continued, with incremental changes across the Woolwich Episcopal Area. In each of the Deaneries, a Deanery Mission and Pastoral Working Group has been established, as a forum to promote sharing of resources between churches, to think strategically about mission opportunities, and to be a place for consultation over the deployment of ministerial and other resources. Each of the ten Deaneries has a target of effecting a cut equivalent to one clergy stipend over a five-year period, and we have managed to keep pace with this on a year-by-year basis.

More positively, several Deaneries have organised successful consultations on ways of developing their life together. In May, Bishop Michael led a total of 250 pilgrims, most of them young people and the remainder of them people who had once been young, on a four-day walk around the boundary of the area, witnessing together to our shared commitment during some of the wettest days of the year; on June 8th, 326 people from many churches in the area travelled together by boat along the river from Woolwich, Greenwich and Rotherhithe, singing loudly as they travelled to join in the Diocesan Pentecost service in the Cathedral; on 14th June, churchwardens, PCC members and others gathered together for the first Woolwich Lay Conference at Trinity School, Lewisham.

Within the Area Mission Team:

- Maggie Elkin, the Bishop’s PA, unfortunately had to have some time off following surgery
- temporary cover was provided by Sarah Finch, working under the supervision of Jenni Hewitt, the Archdeacons’ PA
- Jonathan Roberts was appointed on a part-time basis as Parish Development Adviser, supporting churches and communities in the Episcopal Area in developing their local engagement.

In addition, the work of visitations, ministerial reviews and pastoral reorganisation has continued, and:

- twelve new parish priests were appointed and four new deacons were ordained to titles in the area, together with the licensing and commissioning of several accredited lay ministers
- a large number of mission grants were made available to parishes in the area
- a new church was completed at St Michael & All Angels, Camberwell
- the partnership with the Church Army, established through their Greenwich Centre for Mission, has continued to grow.

The Rt Revd Dr Michael Ipgrave, Bishop of Woolwich

The Youth Pilgrimage was held during some of 2014’s wettest weather
Did you know?

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 there are a few parishes in the London Boroughs of Bexley, Bromley and Lambeth.

The Area has ten Deaneries and 88 parishes across the two Archdeaconries of Southwark and of Lewisham & Greenwich. There are three Further Education and five Higher Education institutions, two CofE Academies, three Church Secondary schools and 32 Church Primary Schools. Also within the Area are HMP Belmarsh, HMP Thameside, HMP YOI Isis, two Hospices and five major NHS Trusts.

The Woolwich Area has 109 stipendiary clergy; 77 non-stipendiary clergy; 61 Readers and 46 Southwark Pastoral Auxiliaries.
2014 saw the launch of the new Parish Development and Church Growth Group which replaces the old Mission Group, the Fresh Expressions Working Group, and the Children and Youth Development Group.

This Group aims to provide some measure of support for the Canon Missioner, and reference and strategic direction to the specific areas of Mission Action Planning, Church Planting and Grafting, Fresh Expressions of Church, and other related areas. The Group also has a role in supporting and resourcing the network of volunteer advisors that the Canon Missioner and Mission Support Officer will be developing to support parishes and others in the development of mission initiatives - both those previously named, and other areas such as Messy Church, Alpha/Emmaus/Pilgrim, and ministry amongst children and young people. The purpose of the Group is to release creative mission across the Diocese of Southwark, to keep a strategic overview of this mission activity, and to ensure that people engaged in it are properly supported.

The Group and its Officers have focussed on four key areas during the year.

**Mission Action Planning (MAP)**

The year began with three MAP launch events, one in each Episcopal Area, attended by over 500 people in total, with most parishes of the Diocese represented. Hosted by Area Bishops and Archdeacons, at each event the Canon Missioner set out both the rationale for doing MAP and some simple tools which could enable parishes to do it well. He stressed that it is not a top-down process with parishes are requested to conform to a Diocesan mission strategy but an invitation to an intentional conversation in each place about what the mission of God could look like there and what could be done to advance it. The response to MAP has generally been very warm, and many parishes have completed or are completing their own MAP. Training events - including some specialisms such as MAP and children and youth, or MAP and the elderly - continue to be offered as part of the Ministry Matters programme and a range of online resources are available on the Diocesan website. We have a small team of facilitators willing to work with parishes on this, co-ordinated by our new Mission Support Officer, the Revd Dr Sharon Prentis, who is available to help with all MAP-related enquiries.

**Children and Young People’s Mission and Ministry (CYPM&M)**

At the heart of this strand of the team’s work has been the vision of the hospitable church that invites children and young people to shape and be shaped by the life of the Church; to have meaningful encounters with the Christian faith and the person of Jesus Christ.

Early in the year a survey completed by over 63% of churches in the Diocese helped us refine the support offered to parishes and Deaneries into four main areas: training; resourcing, advice and representation.

- A training programme of short courses was set up and delivered across the Diocese with 115 people attending. The seventeen courses offered included: Messy Church; Godly play; Introduction to Youth Ministry; and Cornerstones, Introduction to Children’s Ministry.
- A comprehensive set of pages about CYPM&M were set up on the Diocesan website with many links to organisations and resources.
- Many churches were helped with advice.
Did you know?

Southwark is a Diocese of rich variety, diversity and liveliness. It 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 2.7 million, Southwark is the third most populous Diocese in England but one of the smallest by area, giving an average population density of 8,574 people per square mile.

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, Tate Modern, Shakespeare’s Globe, the National Maritime Museum and the O2 Arena), 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.
In October and November four ‘Introduction to Children and Young People’s Mission and Ministry’ (CYPM&M) events were run across the Diocese, representatives of each parish were invited and over 270 people attended. Here the vision and strategy of CYPM&M was presented, and there was lively feedback. The response to the strategy was overwhelmingly positive.

The priorities for 2015 will be to offer an expanded programme of training, both locally and centrally; resourcing, especially via the Diocesan website; advice and support and the development of the network of Parish Representatives and Deanery Champions. Hugh Ridsdill-Smith continues to work with us as a consultant implementing the strategy and he is available to help with all CYPM&M related enquiries.

**Fresh Expressions of Church**

“A fresh expression is a form of church for our changing culture, established primarily for the benefit of people who are not yet members of any church.”

Definition from www.freshexpressions.org.uk

The past year has seen a real growth in emphasis in the Diocese in regard to Fresh Expressions. After a full and very successful Mission Shaped Ministry Course held at St Paul’s, Brixton, a report was commissioned on the state of Fresh Expressions in Southwark. This has brought some useful and encouraging information. We have discovered that we currently have 40 Fresh Expressions in the Diocese with 1588 adults and 798 children – a growth of 215 adults and 115 children since 2012. This means that Fresh Expressions attendance is equivalent of 6% of the Diocesan attendance. What is most encouraging is that 75% of Fresh Expressions were started with 12 or fewer people making it possible for many churches to consider starting one. It has also been good to see Fresh Expressions started across the range of traditions, types and areas.

To encourage Fresh Expressions further Bishop Christopher has appointed the Revd Will Cookson as a part-time Dean of Fresh Expressions to champion, foster and help create an environment for Fresh Expressions to flourish. In addition, a £100,000 fund was announced to help plant and develop Fresh Expressions of Church. To help people make the most use of the funds we are planning appropriate training. There will therefore be a new Mission Shaped Ministry Course starting in 2015 and we are already looking at 2016!

**Resources for Mission**

A number of resources are available for children’s and young people’s work, the development of Fresh Expressions, and to identify external funding.

- Financial support can be obtained to fund up to 75% of costs for locally organised training for children and young people’s work. Proposals should involve a minimum of 2 churches and anticipate at least 6 people attending. Contact Hugh Ridsdill-Smith for further details.
- To develop Fresh Expressions of Church, there are start-up funds of between £500-£1000 towards initial costs. Larger development grants are available to establish a fresh expressions worshipping community which can evidence the potential for growth. Criteria for both can be obtained from the Dean of Fresh Expressions.
- For parishes who are seeking general financial support for projects, the Southwark4community online database identifies appropriate funding sources from local and national organisations. The database, updated in real time, allows for specific searches. www.idoxopen4community.co.uk/Dioceseofsouthwark/

**The Rt Revd Jonathan Clark**

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Did you know?

Sociologically, Southwark Diocese has a wonderful richness and diversity. The 2001 census showed that 25% of the population of the Diocese come from ethnic minorities. There are major African and Caribbean communities as well as significant groups from the Indian sub-continent, Latin America and the Far East. There remains a major challenge for the Church to demonstrate that multi-cultural and equal opportunities policies are being delivered. Many of the 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.

Many religions other than Christianity have a significant presence, particularly in the inner part of 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.
The issues of public policy are many and varied, including everything from asylum seekers and refugees to the environment and the challenges associated with the economy, in particular the challenges of poverty. In last year’s report I mentioned the growth of food banks and in 2014 these important projects continued to be a necessity in many communities. A sad reflection on life in a wealthy city like London.

In Bishop Christopher's sermon for Pentecost 2014 he pointed out that our worship must connect to our work with the marginalised and weak. The reflection above on food banks is one of the signs of the Kingdom being worked out across the Diocese offering opportunities for those who are reasonably well off to offer a gift to those whose needs are greater.

The problem with linking wealth and what might be described as poverty is that any understanding faces the problem of how relative terms can be. One person’s wealth may be another’s poverty whilst the individual who seems to be reasonably well off may in fact be tied into a fixed income and fixed outgoings.

The challenge for understanding the whole arena of public policy is the importance of seeing the world through the eyes of our neighbour. We cannot live in their shoes but we can hopefully share their insights into the world.

At the heart of any response must be the commandment to love our neighbour, in the Diocese of Southwark this will often include strangers from across the world who have arrived in the Diocese as refugees and asylum seekers. Many parishes offer a space for them to meet and at the very least feel that they have a home where they are accepted as being human and in every sense a neighbour.

The bigger picture is that the Diocese is part of a world wide communion and we are all part of that much bigger family that is the whole people of God. In this context it is important that, with others, we work for sustainability and a better understanding of the environment.

We need to take creation and sustainability seriously and we need to reflect theologically on all that means - but with the emphasis being on action rather than words.

In the Diocese we have a policy on the environment and both Diocesan and Episcopal Area advisers who are able to assist parishes to think through issues of environmental sustainability. The challenge for everyone is for the importance of these issues not to be lost in a plethora of commitments all of which seem to be of equal importance.

The work of better understanding how to focus on public policy issues has been assisted by the work of Together Southwark - a joint venture of the Diocese and the Church Urban Fund. The work of Together Southwark is to encourage and develop projects that challenge the problems of poverty.

In the summer a small group undertook a pilgrimage across each of the Episcopal Areas, it was focused on poverty in the context of wealth. The pilgrims spent time visiting a mix of parishes with the intention of making the link between the two sides of the equation of poverty and wealth. The suggestion being that to understand the one you need to make the connection with the other.

The challenge for parishes is to find time to focus on very large topics like poverty and the environment, when there is so much else to concentrate on.

To return to Bishop Christopher’s words at Pentecost ‘Let us pray that we will be people with Hearts on Fire, who walk with Jesus and who are led by the Spirit.’ In the context of public policy it is important that we have hearts on fire, so that the power of the Spirit can speak through all of us who are called to be disciples to the world. Living out the call of the World Council of Churches of some years ago to work for ‘Justice, Peace and the Integrity of Creation’.

Where there is no peace, conflict will destroy everything it its way; where there is no justice the people perish and where there is no integrity of creation the potential for self destruction will be obvious.

The call for ‘Hearts on Fire’ is also a call for us to work for an understanding of the Kingdom in the here and now where we can speak of God’s love in the context of issues that demand both theological reflection and thoughtful action.

Capt Terry Drummond CA
Bishop of Southwark’s Adviser on Urban and Public Policy
## Did you know?

The **Diocesan Board of Education** oversees Church of England schools within the Diocese of Southwark.

It works in close partnership with 12 local authorities and with other regional and national education bodies as part of its aim to provide professional, expert advice and assistance to support schools, colleges and universities in their endeavours to promote education and an understanding of the Christian Gospel.

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.

### Diocesan Board of Education

**General Synod**

begins (to 19 Feb)

**Fairtrade Fortnight**

begins (until 7 Mar)

**Candlemas**

### Calendar

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The Diocesan Board of Education is a statutory body that actively supports the effectiveness and development of Church of England schools and chaplaincy in Higher and Further Education institutions and in schools.

The Board specifically seeks to nurture the Christian ethos and distinctiveness of our church schools; to support and develop church school leaders; to promote excellence in religious education and collective worship; to provide high quality professional advice to school governors and trustees and to advise on the maintenance and improvement of school buildings and facilities. In addition, Diocesan Synod requires the Board of Education to have oversight for the provision and development of chaplaincy in Further and Higher Education.

There are 106 Church of England schools in the Diocese (92 primary schools and 14 secondary schools) that educate and care for more than 37,000 children and young people.

During 2014 we have sought:

- to work with many partners in education
- to develop our programme of training and development for church school leaders
- to continue to improve our knowledge of church school effectiveness
- to broker school to school support and strategic partnerships
- to continue to support and strengthen school governance through high quality guidance and training
- to provide additional school places in response to local need
- to secure capital investment for Diocesan schools
- to enable new opportunities to share good practice and develop education chaplaincy, particularly in Further Education.

During 2014 developments have included:

- training around the revised Ofsted inspection framework and a continuing improvement of strong inspection outcomes for Diocesan schools
- a programme of training courses in Religious Education, Collective Worship and Spiritual, Moral, Social and Cultural (SMSC) development for school staff and Incumbents
- showcasing of ‘outstanding’ and improving schools to support ‘good’ and schools requiring improvement to move forward
- advice and guidance for schools in response to the need for additional school places to meet the increased demand
- revised guidelines on school admissions and appeals
- guidance and resources for schools to support leadership and management and school self-evaluation
- the extension of networks and wider engagement to support the development of education chaplaincy
- recruiting talented leaders
- a pan-London Aspiring Heads leadership development programme
- implementation and embedding of the new Statutory Inspection of Anglican and Methodist Schools (SIAMS) framework
- revised guidelines on our complaints procedures

Further information may be found on our website.

These developments have contributed to the overall aim of ensuring that the work in education is at the heart of the Church’s mission and service to the wider community and are a tribute to the dedicated, skilled and hard working staff in our schools, colleges and universities; and at the Board of Education.

The Rt Revd Dr Richard Cheetham Chair
Women’s World Day of Prayer  
Friday 4 March 2015  
www.wwdp-natcomm.org

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Did you know?

The Diocesan Board of Education’s continuing commitment to investment in schools is bringing forward increased levels of capital investment through the Building Schools for the Future and Primary Capital Programmes.

Local authorities in the Diocese are experiencing a significant increase in demand for Primary school places. A number of Diocesan schools have been identified for possible expansion and some local authorities will require new schools in order to provide sufficient school places.

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 a network of Higher Education chaplains supported by a part-time Chaplaincy Development Officer. This is a key area for development, requiring new and innovative approaches to chaplaincy.
The contribution and gift of Black and Asian Minority Ethnic (BAME) Christians in the Diocese of Southwark is of great significance. In recent years we have seen an increasing number of clergy from the BAME community working across the Diocese alongside growth in the number of people exploring their call to various vocations including priesthood and lay ministries. The Diocese is blessed by so many nationalities that we have congregations which draw together many different languages all of whom contribute to the vibrancy of our life together, including shared worship and hospitality.

The key focus for this work bears fruit in encouraging even more people into exploring the possibility of testing their vocation. In this context the Diocesan Minority Ethnic Anglican Concerns Committee (MEACC) works closely and in partnership with the Ministry and Training Department in promoting such conversations.

The work of the Episcopal Area MEACCs is focused on parishes and Deaneries where creative relationships can be developed. It is by bringing people together in this local context that good working relationships can be encouraged and it is often the gentle word from a friend that can lead to a conversation about asking what God wants of us.

In 2014 Bishop’s Council commissioned a review of the work of MEACC. Jozimba Panthera, from Open2 Consultancy, committed many hours to interviews and research in exploring how we might enhance and reimagine delivery. The Report followed on other reviews published in March 2000 and May 2005. ‘The World in a Diocese’ was received by the Bishop’s Council in December and it will lay the foundations for the direction of Minority Ethnic Anglican Concerns in the future. The wide ranging recommendations look towards renewal and recommitment. They will need to be linked into the wider Strategy for Ministry in the Diocese.

In my sermon for Pentecost I said: “Let us pray that we will be people with Hearts on Fire, who love God, who walk with Jesus and who are led by the Spirit.” Minority Ethnic Anglican Concerns in the Diocese of Southwark are rooted in this good soil and full recognition that in our diversity the Spirit is challenging us to find new and exciting ways of telling the story of God’s love to the communities in which we live and serve.

Issues concerning BAME people involve the whole Diocese and no one particular group. I look forward to significant renewal in our vision for, and commitment to, Minority Ethnic Anglican Concerns in mutual service to all communities, ensuring that the voice of everyone in the Diocese is heard.

The Rt Revd Christopher Chessun
Chair
Did you know?

Many Southwark parishes have members with roots in a variety of cultures and are able to contribute insights from other Christian traditions. Nearly 35% of members of Diocesan congregations are from ethnic minorities – an increase from 18% in 2002.

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 minority 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 Minority Ethnic members assume their rightful place in the affairs of the Diocese at all levels. This includes leading worship, senior appointments, and representation on Parochial Church Councils, Deanery and Diocesan Synods, and Committees.
It has been a busy year for C&R as usual.

The work involved in implementing the Parish Support Fund made particular demands on the Diocesan Stewardship Resources Officer, Jackie Pontin, and the Director, Wendy Robins. Jackie Pontin acted as the Project Officer and the workload was such that Kevin Hawkes, a former Stewardship Resources Officer, rejoined the Department in December for two days a week to ensure that stewardship work in the Diocese was properly resourced at this important time.

C&R has two Diocesan wide tasks: helping parishes consider how they look after and use the resources which God has given to them, and managing communications within the Diocese. Stewardship work in the Diocese involves working with parishes as requested to ensure that they take seriously our call, as disciples, to use wisely and thoughtfully all the resources given to us by God as part of our response to God’s generosity. The Communications function involves sharing good news stories from around the Diocese and managing the way in which ‘not-so-good’ news reaches the public - which increasingly takes more of the Director’s time. The Director is also the Bishop’s Press Officer and works to ensure that there is good publicity around all that the Bishop’s work.

In 2014 the staff of C&R were thus involved in:

- helping over 60 parishes think about stewardship matters. Our involvement with a parish varies according to their need, from a single visit and subsequent phone contact right up to regular visits and making a presentation at the main service. TRIO continues to be one of our main programmes but we can develop programmes to meet the needs of individual parishes
- seeking to ensure that those who are responsible for reclaiming Gift Aid in parishes are sufficiently equipped to do so. Four training meetings were held in 2014, with 93 parish representatives attending. We also work with parishes to help them understand what is required of them as they prepare returns
- offering courses in both stewardship and communications for the clergy as part of the Initial and Continuing Ministerial Education programmes
- continuing to support the Fairer Shares scheme. New literature to support the scheme was produced and a series of parish information evenings were held in those Archdeaconries where parishes were being reassessed
- producing comparative giving graphs based on parish 2013 accounts. Mindful of the amount of financial information to be sent to parishes in 2015, the graphs only went to Archdeacons for use in parish discussion if helpful
- preparing and issuing 40 Press Releases on behalf of the Diocese and the Cathedral and some on behalf of parishes as well
- preparing and launching additional new resources for the Bishop’s Lent Call including a Lent Call blog: http://bit.ly/1GgN6IV and internet giving
- using social media to report on Bishop Christopher’s visit to our Link Dioceses in Zimbabwe. The Director accompanied him to gather material for Lent Call resources and kept up a regular blog http://bit.ly/1B4y0Bo
- producing ten editions of Noticeboard; ten editions of the Diocesan newspaper, the Bridge; the Diocesan Directory; this Annual Review; Money Matters and other publications as well as keeping the Diocesan website and database updated
- the implementation of Strategy for Ministry, through the Director’s continuing role as Vice-Chair of the Strategy for Ministry Implementation Group
- the planning of October 2014’s Clergy Conference. The Diocesan Communications Officer, Steve Harris, was on the Planning Committee and the Director and the Departmental PA, Frances Diamond staffed the Conference along with him
- seeking to increase the Diocese’s use of social media. We are delighted that the Bishop’s Council agreed a two year fixed term half-time Social Media Officer post. We are pleased to have appointed Daniel Stone to the role and can begin to see immediate increases in what we are able to do and achieve
- ensuring that the parishes are assisted with communication the good and managing the ‘not so good’ news.

The Committee and I would like to express our thanks to the staff for their continued commitment to the work of the Diocese.

*The Venerable Chris Skilton, Chair*
Did you know?

Communications & Resources (C&R) was formed in 1992 by the amalgamation of the Communications Officer’s role and the Christian Stewardship Department. It was thought that a major obstacle to promoting Christian Stewardship in the Diocese was a communications issue and that joining the two areas would help ease the difficulty.

Over the years the Communications side has grown to keep pace with the rise of the media in all its forms. This includes responsibility for the Diocesan Website, the Diocesan newspaper - The Bridge, design & layout of Diocesan publications and liaison with local and national media, as well as for the Diocesan presence in the rapidly growing and changing world of social media.

The Stewardship side helps parishes with issues like living as Christian disciples, managing the world’s resources and using all that God has given to us. C&R can help parishes with stewardship in many ways including advice on, or planning and implementing, stewardship programmes, preaching on stewardship, advising on fundraising and on how to focus church resources.
The Ministry and Training Committee supports the education of those preparing for ministry and also the continuing education of those already engaged in ministry, both ordained and lay. It does this through vocational discernment, theological education and practical theological reflection. The Committee encourages and resources a wide range of learning for ministry through courses, residential sessions, and grants.

Jill Sandham retired as Diocesan Safeguarding Adviser and Kate Singleton was appointed and started work in early 2014. The Committee also supports safeguarding training for licensed and authorised ministers and parish officers. The report of a small working group convened by Dr Paula Gooder was instrumental in shaping the future staff roles within the department and providing suggestions for a revised structure for future working. The first fruit of the report was the appointment of the Revd Dr Mandy Ford as Director of Ministerial Education and Canon Chancellor. Mandy took up her post in September 2014. The Revd Andrew Zihni was appointed as Assistant Diocesan Director of Ordinands during the year. The Revd Lu Gale, Officer for Lay Mission and Ministry, left to take up the post of Director of Ordinands for Chichester Diocese in autumn 2014.

The significant staff and officer changes have had a significant impact on the scope of the work during 2014 and we are most grateful to Canon Bob Reiss, recently retired from Westminster Abbey, who acted as part-time consultant and oversaw significant areas of work for much of 2014.

During the year

- A review of Non-Stipendiary Ministry in the Diocese facilitated by the Revd Dr Sue Clarke and the Revd Jonathan Croucher produced significant recommendations for the development of NSM ministry and these are being implemented
- Work has begun by a number of groups co-ordinated by Canon Mandy Ford on preparing for a new Bishop’s Certificate Course, a new Leadership Programme for clergy and a review of Initial Ministerial Education for years 4-7 and Continuing Ministerial Education for licensed and authorised ministers
- A network of Vocations Advisers has been trained and recruited to work with people across the Diocese exploring a call to ministry and service
- Extensive training and preparation was offered to help parishes prepare for the process of Mission Action Planning.

The Venerable Chris Skilton
Chair
### Did you know?

Ministry & Training exists to provide knowledge and skills training for those exercising authorised parochial ministry. This covers a wide area of work. In Ministry & Training, you will find the people responsible for some of the lay Christian education in the Diocese, for the training of Readers and Southwark Pastoral Auxiliaries, for the discernment of a possible calling to ordained ministry and for the continuing professional development and formation of lay and ordained ministers. The Diocesan Safeguarding Adviser is also part of Ministry & Training.

The work of Ministry & Training is enhanced by contributions from across the Diocese and is made possible by a high quality administrative team.

Everything undertaken by officers in the Ministry & Training Department is done to further Christian ministry. Ministry is exercised whenever we serve others; Christian ministry is the service of others in imitation of Jesus of Nazareth, of whom we are told that he came, not to be served, but to serve.
Parsonage and Property Maintenance Committee

This Committee is responsible for maintaining the 375 houses which make up the Diocese’s Residential Property Portfolio. It is responsible for all parsonages, some Team Vicars’ houses, other houses in which Diocesan office holders and extra-parochial clergy live (such as Area Bishops, Archdeacons etc.). It is also responsible for advancing the Parsonage Replacement Programme, endorsed by Diocesan Synod. It reports to the Diocesan Board of Finance.

The work of the Committee benefits parishes by:
- maintaining the incumbent’s house in good condition
- helping to maintain good morale within clergy families and the parish by providing good living accommodation
- working with incumbents and parishes, where appropriate, to replace financially unsustainable houses with high quality, well insulated affordable modern parsonages suitable for the 21st Century
- striving to reduce the carbon footprint of the housing stock by replacing poor buildings, in line with the commitment of the Church of England.

What this Committee does:
- clergy housing forms a substantial part of the clergy support costs. At 19% of the entire Diocesan budget, this is the second highest item in the budget after the ministry fund. Owing to limited funds the Committee cannot always satisfy the many requests and demands it receives but it always seeks to have considerable care for the clergy it is responsible for housing
- in 2014 the construction of 1 new house for parish clergy was completed, whilst other schemes continue to emerge
- the Committee follows the policy endorsed by Diocesan Synod of replacing financially unsustainable parsonages (of various ages, but mostly over-sized against the current Green Guide specification) which are expensive to maintain. The support of individual parishes is of course vital to enable this to happen.

...cont
Did you know?

The Parsonage & Property Maintenance Committee is responsible for all matters of maintenance of houses for clergy and lay workers, owned by the Board as corporate, parsonage or glebe property.

It monitors and progresses the parsonage replacement programme and is responsible for the sales and purchases of new parsonages paid for through the Diocesan Parsonages Capital Fund, and, working in conjunction with the Executive and Glebe Committee, the sale and purchase of Glebe and Board property for ministry appointments.

It ensures that any parsonage replacement scheme involving another party, such as the Board corporate, glebe or parish properties, is done in conjunction with the Sites Committee.
Property

- rising energy costs can place these very large houses beyond the means of clergy families to heat and furnish. Their retention puts in question our commitment to help reduce carbon emissions.
- parishes seeking to rationalise and make better use of buildings, often find a joint scheme for hall and parsonage replacement makes good economic sense. parishes then have good buildings better suited for mission and the clergy are housed in modern 21st Century accommodation. Our officers are always willing to discuss ideas with parishes in order to achieve the best possible out-turn.

Sustainability
Reflecting the commitment of the Church of England to reduce the carbon footprint, in the report ‘Shrinking the Footprint’, all new houses benefit from a range of energy sources. These have included solar panels, multi-fuel burners, geothermic energy and heat recovery systems, as found most suitable for the location and house.

Budget
The expenditure in 2014 was over the budget figure set out for the year, due to extensive works being required to some houses during vacancies in the parishes (some examples of which are shown on the right). Expenditure is always very carefully monitored against the year’s budget; current financial circumstances make this more important than ever for 2015 and 2016. None of this is achieved without a great deal of effort from all the staff in the department, all of which is greatly appreciated by the Committee.

The Venerable Alastair Cutting
Chair
**August 2016**

<table>
<thead>
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<td><strong>The Transfiguration of our Lord</strong></td>
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<td><strong>Trinity 12</strong></td>
<td><strong>The Blessed Virgin Mary</strong></td>
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<td><strong>Trinity 14</strong></td>
<td><strong>Bank Holiday</strong></td>
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**Did you know?**

Southwark Cathedral is the oldest of the three great London ‘cathedrals’ (AD606). It has a contemporary ministry reflecting its diverse history. Located a few yards from the river Thames accessibility is, nevertheless, faster, easier and greater than for many shire-cathedrals because public transport links are second to none. The parish population has grown considerably as a result of regeneration, which has incorporated socio-economic deprivation alongside enormous wealth; additionally the Cathedral’s daughter parish, St Hugh’s, almost exclusively consists of local authority housing. The congregation fully represents the economic, educational, ethnic and social diversities of the area.

The Cathedral congregation has trebled in the past dozen years; attendance, notably at Christmas and Easter, has quadrupled. Many live locally but a proportion travel considerable distances.

In this respect it leads the way nationally as an example of the evangelising potential of excellence in liturgy, music and preaching.
The Sites Advisory and Redundant Churches Uses Committee serves two purposes. The ‘Sites’ part is responsible for monitoring the progress of development schemes, property transactions and the disposal of parish properties. The ‘Redundant Churches Uses’ part decides the future use of church buildings that are closed for regular public worship through pastoral schemes and dealing with matters arising on those already closed.

2014 was another busy year for this Committee which reviewed an average 80 cases at each of the four scheduled meetings in its dual role as ‘Sites’ and ‘Redundant Churches Uses’.

The work of the Committee affects people in the parishes by:

- encouraging parishes to crystallise their vision to achieve enhanced facilities better equipped for mission in view of the current issues of sustainability and the desire to reduce the carbon footprint. Utility bills have escalated in the past year making it very expensive for the parishes to maintain large and older buildings
- working with parishes wishing to maximise the potential of their buildings, often achieved through a joint scheme, offering modern 21st Century hall facilities and parsonage replacement
- continuing to offer advice to those parishes hoping to find tenants for their properties. The economic downturn continues to impact on income making it difficult to find suitable tenants with the ability to pay market rent
- maintaining morale within parishes by assisting with the co-ordination of the various parties involved in the development or disposal process and offering ongoing support and advice so that they do not feel isolated or daunted by the complex procedures and situations that often arise.

What you need to know about the work of the Committee in 2014:

- the Committee is pleased to report that the bulk of the work on the Voluntary Registration Scheme of church land is almost complete and the titles are in the office for checking against the properties to ensure they are correct. A generic application has been approved by the Land Registry which will speed up the process and can be used for all the different types of property within our extensive portfolio
- among the larger scale cases discussed by the Sites Committee were the following:
  - Battersea, St Peter & St Paul
  - Cheam Team Ministry
  - Norbury, St Philip
  - Lewisham, St Stephen
  - Lewisham, St Mary
  - New Malden & Coombe, Christ Church & St John
  - Petersham, St Peter
  - Plumstead, All Saints
  - Plumstead, The Ascension
  - Upper Norwood, St John the Evangelist
  - Merstham & Gatton Team Ministry
  - West Wimbledon, Christ Church.

Among the cases discussed by the Redundant Churches Uses Committee were the following:

- Brixton, St Matthew
- East Greenwich, Christ Church
- East Wickham, St Michael (old church)
- Forest Hill, Christ Church
- Lambeth, St Mary
- Tulse Hill, St Matthias
- Woolwich, St Michael & All Angels.

The Venerable Danny Kajumba
Chair
The Diocesan Mission and Pastoral Committee (DMPC) has the responsibility of keeping the arrangements for pastoral care of the parishes in the Diocese under review.

Suggestions for change may come from the parishes themselves, Bishops, Archdeacons, Deaneries or the Committee and the process involves consultation with a wide range of interested parties. When the Committee favours a change it makes recommendations to the Diocesan Bishop. The Committee works within the legal framework of the Mission and Pastoral Measure 2011 and is supported by the six Archdeaconry Mission and Pastoral Committees.

In March 2014, the Diocesan Synod approved a revision to the DMPC constitution to bring the terms of office of members in line with the timetable for Deanery Synod elections.

Completed pastoral reorganisation

The following Pastoral Schemes and Orders took effect from the dates shown in 2014:

1 Apr Parish boundary changes affecting Streatham Hill, St Margaret; Streatham, Christ Church; Streatham, St Peter; and Telford Park, St Thomas with St Stephen and change of status of the church of Streatham Hill, St Margaret from parish church to chapel of ease
12 May Closure of the church of Woolwich, St Michael and All Angels
1 Sept Change of parish name to Honor Oak Park, St Augustine
5 Nov Formation of the Oxted Team Ministry
16 Nov Bishop’s Mission Order to establish the Order of St Margaret the Queen
1 Dec Appropriation of part of the churchyard of Redhill, St John to the PCC.

Suspension of presentation

Following consultation, and with the consent of the DMPC, the Bishop may decide to suspend the Patrons’ right of presentation to a benefice while possibilities for pastoral reorganisation are explored or new parsonages constructed. This is carried out within the terms of the Mission and Pastoral Measure 2011 and the Diocesan policy on suspensions. In these cases, a Priest-in-Charge, rather than an Incumbent, is appointed to a benefice.

Nine benefices were newly suspended (or restricted*) during 2014 and the suspension (or restriction) to three benefices was lifted, or not renewed, during the year - leading to a increase in the number of benefices that were the subject of suspension or restriction of presentation to 55 (as at 31 December 2014). A full list of benefices suspended or restricted may be found on the Diocesan website or is available from the Pastoral Department at Trinity House.

* Restriction of presentation - the Patrons’ right of presentation to a benefice may be restricted by the Bishop for up to one year if he requests the DMPC to consider the possibility of pastoral reorganisation involving that benefice.

The Venerable Stephen Roberts
Chair
The primary role of the Diocesan Advisory Committee (DAC) is to advise the Diocesan Chancellor on the suitability of those works which require a Faculty in the Diocese’s churches, which number more than 350. In 2014 the DAC formally gave its advice to the Chancellor on 160 faculty applications and made 32 site visits (in addition to visits made by individual advisors).

The DAC also provides advice and assistance to parishes on a range of fabric matters from large programmes such as proposed building extensions and internal re-orderings, to smaller projects such as new sound systems, new stained glass windows, new heating systems, landscaping and the introduction of liturgical artefacts. In all its work the DAC is required to “have regard to the role of the church as a local centre of worship and mission”.

Events during 2014:

- during the year, the Committee welcomed a new member, Geoff Sharpe as its audio-visual advisor and said farewell to Nick Chapple from English Heritage who had taken a career move
- the Committee issued two new advice notes covering the use of uPVC in the historic fabric and the eligibility criteria for Inspecting Architects (covering unlisted and listed buildings)
- the new Faculty Jurisdiction Rules came into force on 1 January 2014. The Officers and Archdeacons had attended seminars on the new rules and the new arrangements are working well
- from June, the Committee members now receive monthly updates about the completion of Parish Quinquennial Inspection reports
- in September, members undertook a Study Day and visited completed projects at the following churches: Dulwich, St Barnabas; Clapham, Holy Spirit; Kennington, St Mark; Camberwell, St Michael & All Angels; and Bermondsey, St Hugh. Officers and members attended a number of seminars and conferences including the national conference for DACs in Norwich, which gave insights into the developments taking place in that Diocese
- a number of major building schemes covering new buildings, extensions and re-orderings were considered by the DAC. During the year these included providing initial advice and counsel to parishes such as Waterloo, St John; Blackheath Park, St Michael and All Angels; Whyteleafe, St Luke; Felbridge, St John the Divine; Richmond, St Mary Magdalene and Tulse Hill, Holy Trinity who are planning an innovative self-build hall using straw bales
- a notable trend has been the increase in the number of telecom installations in church towers; in all 11 faculties were recommended over the year including the first of a new generation of “machine to machine” network aerials
- in the Government’s Autumn Statement there was a provision of monies (£15 million) for roof and gutter repairs of listed buildings. As a consequence, there was a considerable amount of work for the DAC architect members. We are very grateful to our Architects, who, like other members of the DAC, give time to help our churches
- in December, the Diocesan Chancellor also gave his annual address and provided an overview of the year and, in particular, what he saw as trends.

Paul Parkinson
Chair
**Diocesan Synod**

This is the main decision making body of the Diocese, operating on a three-year cycle.

Synod met four times under the presidency of Bishop Christopher during the year. Diocesan Synod normally meets three times each year but a fourth meeting took place in September to consider the report and recommendations of the Root & Branch Fairer Shares Review which has led to the Parish Support Fund. Various agenda items promoted debate and discussion of policy, finance and matters of concern to the Church at a time of continued transition for the Diocese especially related to Strategy for Ministry.

Presidential Addresses included the Bishop of Southwark’s reflections on:
- Journeying and Pilgrimage
- Review of 2013
- Christ-centred and Outward-focussed Diocese

Other topics included:
- Vacancy-In-See Committee regulations
- Strategy for Ministry
- Women in the Episcopate
- Personal Reflections of General Synod
- Parochial Fees
- Mission & Pastoral Committees revised constitutions
- Church Growth
- 2013 Accounts
- 2015 Budget
- Disability and Accessibility
- Root & Branch Fairer Shares Review
- Environmental Policy
- Bishop of Southwark’s Lent Call
- ‘Being Built Together’ - a study of new black majority churches in the Borough of Southwark
- Together Southwark - the joint initiative between the Diocese of Southwark and the Church Urban Fund

**Ruth Martin**
Secretary (from January 2015)
The Bishop’s Council carries out delegated tasks and initiates items for action from the Diocesan Synod.

In 2014 there were five meetings of the Bishop’s Council rather than the usual four. The meeting in July was a joint meeting with the Diocesan Board of Finance to consider the report and recommendations of the Root & Branch Fairer Shares Review Group which has led to the Parish Support Fund.

Presentations, reports and discussion during 2014 included items on:

- Accessibility policies
- Strategy for Ministry
- Breathing New Life into Deaneries
- Root & Branch Fairer Shares Review
- Diocesan Administration review
- Ministry & Training Department review
- Mission & Pastoral Committees revised constitutions
- Diocesan Secretary job description
- Parochial Fees
- Children and Young Peoples’ Ministry
- Minority Ethnic Anglican Concerns review
- Non Stipendiary Ministry
- Budget 2015
- Diocesan Synod Standing Orders
- Hustings for the 2015 General Synod elections
- Retrospective View of the Diocese from the outgoing Diocesan Secretary, Mr Simon Parton.

Ruth Martin
Secretary (from January 2015)
It has been another challenging year in our management of the Diocesan finances. We received Fairer Shares contributions from parishes which were broadly in line with expectations, although less than we had asked for. However, higher than expected property costs, and an overspend on stipends as clergy reductions took longer to implement, together with additional costs of lay staff changes, has meant that the general fund has reported a shortfall of just under £1m. The overall position has however been supported by better than anticipated investment income and property revaluations, which have contained our free reserves at just over £4m.

Financial Results for 2014
Our income for 2014 totalled £19.7m and Expenditure was £21.2m giving a deficit of £1.5m. We transferred in £480k from our Designated Funds but this still left £976k to charge against our free Reserves, which have now reached £4m. Investment and other Income produced £2.3m which was much better than our budget. However our clergy costs and their related property costs were well above budget, and in addition we had a large number of lay staff changes which caused our administration costs to exceed the estimate.

Committees
The Reports of our many committees appear in this Annual Review and I am very grateful to all our clergy, staff and volunteers who help with the management of our diverse Diocese. During 2014 the complex structure of the Diocese began to be reviewed and proposals for its simplification will be brought to Synod in July 2015.

Outlook for 2015
We can look forward with some optimism as a result of all the changes which are now taking place and also planned to come into operation during the next year. The new Parish Support Fund changes the way in which we ask parishes to fund the mission and ministry of our Diocese from a formulaic approach to a generosity based scheme. During 2015, parishes are being asked to consider and make

pledges for when the replacement scheme starts on 1 January 2016. At the end of 2014 we said farewell to Simon Parton after 16 years with Southwark as Diocesan Secretary and welcomed Ruth Martin in his place. At the same time we have had other lay staff retirements and changes and are now building a new team to bolster the financial management and improve the property controls so that we make better use of these resources.

Thanks
As usual I am very grateful to the members of the Board of Finance for their advice and support during the last year. Clergy and lay staff, and particularly Archdeacons, have provided their usual unstinting support during this period of change.

John Kempsell FCA
Chair

This Calendar
As well as a reminder of the work done by the Boards, Groups and Committees of the Diocese, the Review contains key Diocesan dates for the remainder of 2015. Please check for 2016 dates nearer the beginning of the year. Details of Parish activities can be found month by month in the Diocesan newspaper - The Bridge - as it is impossible to convey a true sense of the extensive work of the parishes in a brief document such as this Review.
Where does your money go?

Did you know that over 80% of Diocesan income comes from the Parish Share?

**2014 Income vs Budget**

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<thead>
<tr>
<th>Source</th>
<th>Income</th>
<th>Budget</th>
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<tr>
<td>Parish Assessments</td>
<td>£15.6m</td>
<td>£15.7m</td>
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<tr>
<td>Funding from outside Diocese</td>
<td>£1.2m</td>
<td>£1.1m</td>
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<tr>
<td>Funding from Diocesan Assets</td>
<td>£2.3m</td>
<td>£2.0m</td>
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<tr>
<td>Parochial Fees</td>
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**2014 Expenditure vs Budget**

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<th>Category</th>
<th>Expenditure</th>
<th>Budget</th>
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<tr>
<td>Ministry Stipends</td>
<td>£11.1m</td>
<td>£11.1m</td>
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<tr>
<td>Ministry Housing, Training &amp; Support</td>
<td>£6.7m</td>
<td>£6.2m</td>
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<tr>
<td>Area Mission Teams</td>
<td>£1.1m</td>
<td>£1.1m</td>
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<tr>
<td>Board of Education &amp; Welcare</td>
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<tr>
<td>Governance, Admin, Groups &amp; C&amp;R</td>
<td>£1.2m</td>
<td>£1.3m</td>
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<tr>
<td>National Church Responsibilities</td>
<td>£0.6m</td>
<td>£0.6m</td>
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£52,430

The average total cost of providing and supporting an Incumbent in Southwark Diocese in 2014 (including stipend of £24,610)

How each £1 of Parish Share was spent in 2014

Clergy: 84p
Area Mission Teams and Parish Support: 6p
Governance, Administration, Groups and Communications: 5p
National Church responsibilities: 3p
Board of Education & Welcare: 2p

Clergy Stipends: 49p
Clergy Housing: 19p
Clergy Stipends & Pensions: 16p
Governance, Administration, Groups and Communications: 5p
Board of Education & Welcare: 2p
National Church Responsibilities: 3p
Area Mission Teams and Parish Support: 6p
Ministry Housing, Training & Support: 5p
STATISTICAL PROFILE OF THE DIOCESE

Population (2013): 2,751,000
Area: 317 sq. miles
Episcopal Areas: 3 (Woolwich; Kingston; Croydon)
Archdeaconries: 6
Deaneries: 26
Benefices: 256
parishes: 293
Churches: 357 (incl. 184 listed buildings)

Electoral Roll Total: 46,700
Average Weekly Attendance (2013): 39,700
Average Sunday Attendance (2013): 36,200

Bishops: 4 (Diocesan plus 3 Area Bishops)
Archdeacons: 6 (incl. 1 woman and 1 black & minority ethnic)

Stipendiary clergy: 357 (incl. 89 women and 29 black & minority ethnic)

Non Stipendiary Ministers: 203
Clergy with Permission to Officiate: 269 (incl. 84 with Permission to Officiate)

Southwark Pastoral Auxiliaries: 192
Hospital Chaplains: 30
Prison Chaplains: 6
University Chaplains: 7
School Chaplains: 15
Church Primary Schools: 92
Church Secondary Schools: 14 (incl. 5 Academies)

Church Army Officers: 11
Religious Communities: 4

Parliamentary Constituencies: 25
GLA Constituencies: 4
Local Authorities: 16 (incl. 12 London Boroughs)
Diocesan contacts

Unless shown, contacts can be reached by phone on: 020 7939 9400 or by e-mail: at name.surname@southwark.anglican.org

Secretariat
Diocesan Secretary: Ruth Martin

Pastoral
Deputy Diocesan Secretary: The Revd Canon Stephen Roberts (from Sept 2015)

Property
Diocesan Surveyor: Eric Greber

Communications & Resources
Director & Bishop’s Press Officer: The Revd Canon Wendy Robins (m: 07831 694021)

Ministerial Education
Director of Ministerial Education: The Revd Canon Dr Mandy Ford

Vocations
Diocesan Director of Ordinands: The Revd Canon Leanne Roberts

Safeguarding
Diocesan Safeguarding Adviser: Kate Singleton (m: 07982 279713)

Minority Ethnic Anglican Concerns
Executive Officer: Lola Brown

Education
Director: Colin Powell, 020 7234 9200

Finance
Director of Finance and Financial Assets: Anthony Demby

Parish Development and Church Growth Group
(Dincl Children & Young People’s Mission & Ministry)
Diocesan Missioner: The Revd Canon Dr Stephen Hance
Consultant, Children & Young People’s Mission & Ministry: Hugh Ridsdill-Smith

Public Policy Group
Bishop’s Adviser on Urban & Public Policy: Vacant

Trinity House

The Diocese of Southwark, Trinity House, 4 Chapel Court, Borough High Street, London SE1 1HW Telephone: 020 7939 9400

Trinity House is the official business address of Southwark Diocese, the Diocesan Board of Finance and the South London Church Fund. It is the administrative centre for the Diocese of Southwark and the staff are there to help you.

A full list of contacts can be found on the Diocesan website at: www.southwark.anglican.org

Contacts: Bishops and Senior Staff

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bishop.christopher@southwark.anglican.org

Bishop of Croydon
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Bishop of Kingston
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The Rt Revd Dr Michael Ipgrave
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Bishop of Croydon
The Rt Revd Jonathan Clark
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Archdeacon of Croydon
The Venerable Chris Skilton
Tel: 020 8256 9633

Archdeacon of Reigate
The Venerable Danny Kajumba
Tel: 020 8256 9633

Acting Archdeacon of Reigate
The Revd Andrew Cunningham
Tel: 01737 761568

Archdeacon of Lambeth
The Venerable Simon Gates
Tel: 020 8545 2440 Fax: 020 8545 2441

Archdeacon of Wandsworth
The Revd Canon Tim Marwood
Tel: 07973 518742

Archdeacon of Lewisham & Greenwich
The Venerable Alastair Cutting
Tel: 020 7939 9400 Fax: 020 7939 9465

Archdeacon of Southwark
The Venerable Dr Jane Steen
Tel: 020 7939 9400 Fax: 020 7939 9465

Published on behalf of the Southwark Diocesan Board of Finance by Communications & Resources and printed by City Print (Milton Keynes) Ltd, 17 Denbigh Hall, Bletchley, MK3 7QT.
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