

Diocesan Structures and Organisation

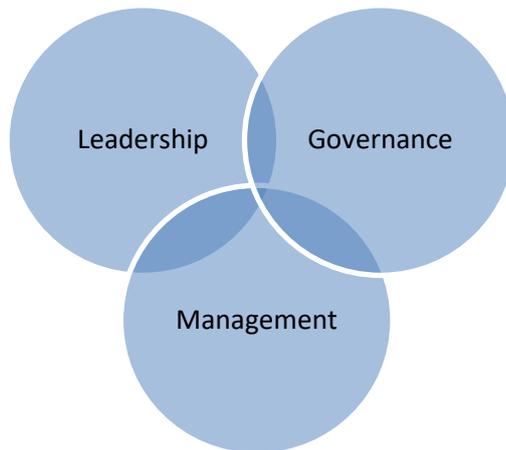
Introduction

The purpose of this document is to set out the broad structures and organisation of our diocese. A companion document [Deaneries in Canterbury Diocese - Sharing in leadership, mission and ministry: the Canterbury spirit](#) sets out detail on deaneries.

The Church of England is episcopally led (by Bishops) and synodically governed. Synods are our decision-making bodies. They are made up of a mix of elected clergy and lay people, representing every area of our diocese and Church.

To understand these structures it will be helpful to clarify the distinction between **leadership** and **governance**, and the role of **management** within that mix.

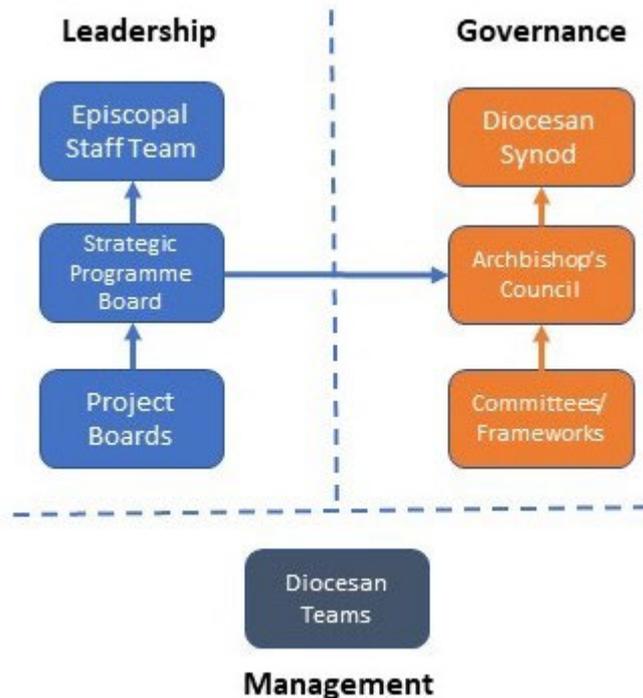
- Peter Drucker said that “**leadership** does the right thing while **management** does things right”. We could add that **governance** ensures or assures that things are done right.
- “Performance begins with inspired and inspiring **leadership**; sound **management**; and consistent, transparent **governance**.” *Anon*



Current Structures

The following diagram summarises the key organisational elements in the **leadership**, **governance** and **management** domains.

Diocesan Structures and Organisation



Governance Structures

Diocesan Synod

The Diocesan Synod with the Archbishop's Council is the key governance body of the Diocese, and at the very heart of supporting mission and growth.

The Diocesan Synod is the body of representatives of the clergy and lay people in the Diocese, which meets together with the bishops, archdeacons and other senior post holders in the Diocese to discuss matters of concern, and to make provision for those things that require some form of action or statement.

The Bishop consults the Synod about matters when it is appropriate to do so.

The Synod also has a role in representing the views of the Diocese to the General Synod and wider national Church, particularly when asked to do so by the General Synod or Archbishops' Council. The Synod approves the accounts of the Diocesan Board of Finance and the Budget and Parish Share for the year ahead.

The Diocesan Synod is made up of three Houses – the House of Bishops, the House of Clergy, and the House of Laity.

Archbishop's Council

The Archbishop's Council is responsible for considering matters of policy; advising the Bishop and determining how matters should be taken forward to the Diocesan Synod for further consideration.

It is simultaneously the Standing Committee of the Diocesan Synod and the Board of Directors and Charity Trustees of the Diocesan Board of Finance.

Diocesan Structures and Organisation

To fulfil its synodical and statutory responsibilities, the Archbishop’s Council handles a wide range of financial and strategic business, and considers issues raised by Diocesan Frameworks, Boards, and Committees. It considers issues raised by the General Synod, by deaneries and parishes. It looks to shape the Diocesan Strategy. It is supported by a number of committees, some of which are statutory. It refers key proposals to Diocesan Synod.

Committee Name	Status	Role
Finance & Assets Committee	Non-statutory	Delegated responsibility to ensure sound financial management of the Diocesan Board of Finance. This covers three broad areas: finance, property management and pensions. Also oversees risk management.
Property Advisory Group / (also operates as the Parsonage Board)	Non-statutory / statutory	Reports to the Finance & Assets committee and advises on all aspects of property and land. It is served by a Diocesan wholly owned, registered company Canterbury Diocesan Enterprises (CDE).
Mission & Ministry framework	Non-statutory / statutory	Provides governance/oversight of this specific area of work.
Diocesan Mission and Pastoral Committee	Statutory	A committee within the Mission & Ministry framework. Oversees the process whenever there is a pastoral scheme proposal.
Children and Young People framework	Non-statutory	Governance/oversight of strategy to prioritise children, young people and families – also promotes ideas to resource/enable parishes and deaneries to place them at the heart of their missional life.
Diocesan Board of Education	Statutory	Undertakes statutory functions and responsibilities as outlined in the Diocesan Boards of Education Measure 2021. It also has a wholly owned trading company called Ethos School Improvement Limited
The Social Justice Network	Non-statutory	This is a wholly owned subsidiary charity established through a Memorandum of Understanding. It combines the former work of the Communities and Partnerships framework and Together Kent.
HR Committee	Non-statutory	Provides governance/oversight of staffing matters.
Diocesan Advisory Committee	Statutory	Provides advice to the Commissary General on church applications to alter their buildings

Safeguarding

Safeguarding has both an independently chaired oversight group (Safeguarding Advisory Panel) [**governance**] and an operational group (Safeguarding Executive Group) [**leadership**]. These groups are in partnership with the Cathedral. The Diocesan Secretary line manages the DSA’s

Leadership Structures

Episcopal Staff Team

This comprises the Bishop, the Archdeacons, the Cathedral Dean, the Diocesan Secretary, the Director of Finance, the Bishop’s Chaplain, the Head of Media and Engagement and the Strategic Programme Manager. This team oversees the day-to-day operation of the diocese.

Diocesan Structures and Organisation

Strategic Programme Board

This board manages the day-to-day development and delivery of the strategy on behalf of the Episcopal Staff Team and brings this Team together with the Directors and key advisors in a **leadership** and **management** function. It reports to the Episcopal Staff Team (**Leadership**) and the Archbishop's Council (**Governance**). The Strategic Programme Board does not make any significant financial decisions; these would be taken at Archbishop's Council. Significant projects (e.g. Ignite, Net Zero) will also have dedicated project boards that will report into the Strategic Programme Board. The Children and Young People framework and the Mission & Ministry framework develop strategic options within their respective areas.

Mission Resources Group

Oversees the allocation of Low Incomes funding according to the Church Commissioners' criteria. Monitors and reviews the outcome of the awards to ensure that growth is being achieved. Reports to the Strategic Programme Board.