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A BISHOP'S ORDINATION VOWS

God calls his people to follow Christ, and forms us into a royal priesthood, a holy nation, to declare the wonderful deeds of him who has called us out of darkness into his marvellous light. To serve this royal priesthood, God has given particular ministries. Bishops are ordained to be shepherds of Christ's flock and guardians of the faith of the apostles, proclaiming the gospel of God's kingdom and leading his people in mission. Obedient to the call of Christ and in the power of the Spirit, they are to gather God's people and celebrate with them the sacraments of the new covenant.

Front cover: (clockwise) White Cliffs of Dover, artwork created by young refugees stranded in Calais, Ignite meeting in Margate and Wychling Wild Church; page 2: Kent Show; page 3: seagull over Dover; page 4: Archbishop of Canterbury Justin Welby and image from Diocesan Day of Prayer; page 5: Celebrating Pilgrimage walk and service in Canterbury, Collective Worship from Tunstall School, Celebrating Ministry Conference, Ignite meeting in Margate; page 6: map of Canterbury Diocese; page 8: Canterbury Cathedral; page 10: Broadstairs.

INTRODUCTION

2019



Canterbury Diocese has a special place in the life of The Church of England and was the first missionary diocese which Augustine established. The diocese, with its cathedral in Canterbury, forms a focal point for the life of the whole Anglican Communion which looks to the Cathedral as its Mother Church and it offers a spiritual home and place of pilgrimage. The diocese, as founded in 597 by St Augustine, now encompasses an area often known as East Kent and stretches from Maidstone (the county town of Kent) to Thanet, and the Isle of Sheppey to the Romney Marsh. It is bound on three sides by the sea and its 350 miles of coastline is a dominant characteristic of the area. The original historic cinque ports of Dover, Hythe, New Romney and Sandwich together with the seaside resorts of Margate, Broadstairs, Ramsgate and Folkestone bear witness to this characteristic. Many areas in

“Canterbury Diocese has a special place in the life of The Church of England”

Canterbury Diocese have been identified by central government for significant housing developments and this is having a massive impact across the diocese but especially in Maidstone, Ashford and Sittingbourne. Despite this, there is a distinctly rural flavour to the diocese as the County of Kent is still renowned as the ‘Garden of England’ and the former market towns of Faversham and Tenterden are central to this rural heart. Transport infrastructure across the diocese has advanced recently with the advent of the high speed rail links and this has benefited travel times to London and the continent. There are a few areas of affluence, but several pockets of major deprivation particularly along the long coastal fringes. Kent is a large and vibrant county and there are excellent and positive relationships between local authorities, strategic partners and the church.



THE ARCHBISHOP OF CANTERBURY AND THE DIOCESE

The Archbishop of Canterbury is the diocesan bishop and his connection with the diocese is essential for him to maintain a rootedness in everyday church life. The day to day oversight of the diocese is delegated to The Bishop of Dover, who is supported by three archdeacons.

ARCHBISHOP JUSTIN'S PRIORITIES

At the beginning of his time as The Archbishop of Canterbury, Archbishop Justin Welby announced three priority areas for his ministry:

1. The Renewal of Prayer and the Spiritual Life of Christian Communities
2. Reconciliation
3. Evangelism and Witness

DIOCESAN STRATEGY

Encompassing Archbishop Justin's priorities, Canterbury Diocese has developed the strategy of 'Changed Lives → Changing Lives'. This exciting strategy has already begun to change more lives through the Ignite initiative, enabling people in deprived circumstances to know Christ as they are. Further initiatives will enable parishes to work effectively with young people; help the local church meaningfully change its culture and also enable new lay leadership and ministry, not least through participation in the national church's change programme '*Setting God's People Free*'.

SETTING GOD'S PEOPLE FREE

The structures of the diocese facilitate the achievement of these objectives into four key frameworks which represent a flexible way of working for the diocese (instead of boards and committees) with communication and collaboration at its heart. Frameworks work together to support churches, schools and deaneries as they work towards the diocese's objectives.





OBJECTIVES

- Growing the church numerically and spiritually
- Re-imagining ministry for lay and ordained
- Building partnerships that enrich communities

PRIORITIES 2018-2022

- Become more connected and mission-focused in prayer
- Become more diverse with more people from more communities in our congregations, especially young people and those from deprived areas
- Offer more courageous leadership: calling, equipping and supporting lay and ordained people to lead the Church in mission in a rapidly changing culture.



VALUES

- Listening to God and to one another
- Celebrating what is good
- Taking risks
- Promoting every member ministry
- Letting the edge shape the centre by being attentive to those on the edge of our communities

PROJECT STRANDS

- Building a Missional Prayer Network
- Engaging with Areas of Deprivation
- Prioritising Young People
- Enriching Leadership
- Building Missional Learning Communities



WHO AND WHERE WE ARE

Canterbury Diocese is home to 943,000 people. By population, the diocese is urban with 68% living in built-up areas around the coast and towards its centre, but there are no large cities. By geography, the diocese is predominantly rural, and the majority of our church buildings are in villages and small towns.

Despite the appearance and reputation of affluence in Kent and the South East, the diocese is home to some of the most deprived areas in the UK. Recruitment, both in business and the church, has been limited by a sense of being some distance away from London and also outside the M25 corridor, however this has improved with the advent of high speed rail links. The M20 has been used for 'Operation Stack' when there have been problems crossing over to France and this can cause significant transport disruption across Kent and the diocese.

The diocese is organised into three archdeaconries and 15 deaneries. Altogether there are 334 churches in 231 parishes, along with 103 church schools and Canterbury Christ Church University which is a Church of England foundation. The Bishop of Dover is an ex-officio member of the university's governing body. There are 142 paid clergy, 75 self-supporting ministers, 140 lay readers and 425 authorised lay ministers.

Recognising the position of the diocese as the first port of call for those seeking refuge, the diocese took the lead in 2016 to appoint a Refugee

Project Officer in partnership with other agencies (The Diocese in Europe and The United Society Partners in The Gospel).

Another first for Canterbury was becoming an 'Eco-Diocese', hence our care of the environment is a priority.

Church attendance overall in the diocese is 1.8% of the population, and has fallen by 10% over the past five years. 63% of parishes have a Usual Sunday Attendance (USA) of fewer than 50 and there are only three churches (and two town-wide parishes) with a USA over 200. Only eight parishes in the diocese have an under-16 USA of more than 30, and 74% have fewer than 10. Under-16 average weekly attendance is just over 3,000 (1.6% of the child population).

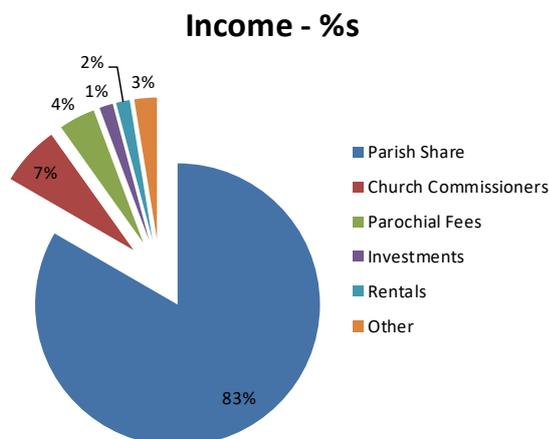


The current Bishop of Dover acts in his personal capacity as an Assistant Bishop of Winchester and thereby offers temporary episcopal oversight for the Channel Islands. The diocesan offices offer administrative support for the islands in matters of Finance, Legal, IT, Safeguarding, Vocations, Communications and Stewardship.

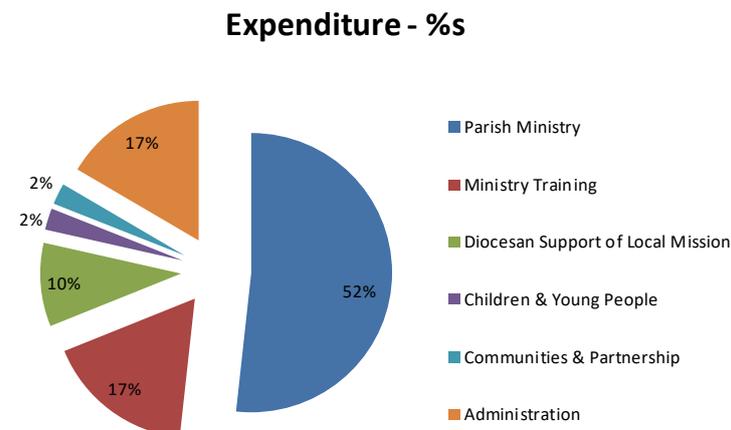
The Archbishop of Canterbury has set up a Commission chaired by Lord Chartres to determine what future shape the relationship of the Channel Islands with the Church of England should take which is due to report in the first half of 2019.

HOW WE RESOURCE OURSELVES

The 2019 Diocesan Budget was passed at Diocesan Synod and comprises the following sources of income:



The main components of diocesan expenditure in supporting mission and ministry across the diocese for 2019 are as follows:



The diocese is not blessed with significant historic financial resources. This means that a great reliance is placed upon the collection of Parish Share. Collection rates have been growing recently and in 2017 they reached a level of 98.1%. However there is a clear financial

fragility around the parishes brought about by the decline in attendances and membership. A recent Diocesan Synod set an investment budget as it sought to trust God and look to the Changed Lives → Changing Lives strategy to yield numerical and spiritual growth.

HOW WE WORK

Canterbury Diocesan Synod comprises 181 members of the clergy and laity and meets three times per year. More recently, as we have engaged in key issues affecting our common life together, we have opened up Synods to include anyone with a particular interest in the areas under discussion. This has resulted in a significant increase in attendance and a more enthusiastic engagement. The Bishop of Dover chairs our Archbishop's Council which includes elected Synod representatives and ex-officio members including representatives of the frameworks of the diocese. Archbishop's Council acts as the Canterbury Diocesan Board of Finance (CDBF).

The CDBF is a registered charity and limited company. It employs 57 (47 FTE) employees including seven (4.5 FTE) recently recruited

enablers for an Ignite project, a key part of our 'Engaging with Deprivation' strategic strand. Staff are mainly located at Diocesan House, but we also have other offices within The Old Palace in Canterbury and the offices at the three Archdeaconries. These staff are led by the Diocesan Secretary who acts as the chief officer for the diocese. The CDBF is proud to be an equal opportunities employer and it ensures that all staff are paid above the Living Wage levels.

The work of Synod and the diocesan staff supports the ministry of the local church in the parishes and benefices, enabling a variety of traditional and new expressions of mission in their communities. Support is also given in the diocese's work at a national, regional and civic level.

CANTERBURY CATHEDRAL

Canterbury Cathedral is the Mother Church of the worldwide Anglican Communion as well as that of the diocese. There are extremely close links between cathedral and diocese through a rich variety of ways. In particular the diocese appoints a number of honorary canons – both clergy and lay – to the College of Canons. Additionally, diocesan representatives are members of The Cathedral Council. The Cathedral pays for and resources the ministry of The Archdeacon of Canterbury and also gives half of the time of The Canon Librarian to the diocese for training and ministry. Many diocesan events, including confirmations, diocesan conferences and Schools' Days are located in the cathedral and resourced by the cathedral staff and facilities. A programme of hospitality to members of the area deaneries sees each coming to spend an evening in their cathedral, which includes a Eucharist celebrated together, some exploration of the cathedral's work and life and a meal shared together in the Cathedral Lodge. The cathedral offers a wonderful resource of sacred space encouragement and unity at the heart of the wider diocese. *The safeguarding teams of the diocese and the cathedral operate very closely together and work is in progress on the formation of one overarching supervisory body to cover both institutions.*

LAMBETH CONFERENCE 2020

In 2020 the next Lambeth Conference will take place at The University of Kent in Canterbury and therefore the diocese, together with the cathedral, will be responsible for hosting archbishops, bishops and their spouses from across the worldwide Anglican Communion for around two weeks in July. This is a hugely significant meeting for The Archbishop of Canterbury, and the diocese plays an important part in supporting him at this time.

KEY RELATIONSHIPS

THE DIOCESE

The diocese is looking for someone who will be truly energised through engagement with an area where a majority of church buildings are in rural areas and small towns whereas a majority of the population live in built up areas often of social deprivation around the coast. It needs someone who can see the value of, and build on, the Ignite model of fresh expressions of church and enjoy banging the drum for Canterbury to encourage applications to posts across a diverse range of multi-parish benefices. It is looking for someone open to exploring and developing existing links with The Diocese of Rochester and across Kent.

The Bishop must be able to build trust and delegate to the senior staff team particularly enabling the ministries of the archdeacons and Diocesan Secretary to flourish, while maintaining appropriate episcopate and keeping The Archbishop in the loop with regard to any critical diocesan matters but understand that The Archbishop does not have the capacity or desire to be involved in minutiae.

THE ARCHBISHOP

It would be beneficial if the person appointed to be The Bishop of Dover had a complementary ministry to The Archbishop of Canterbury and was able not only to grasp but to live out the enormous gifts that this unique relationship brings to the diocese and internationally across The Anglican Communion, particularly looking to Lambeth 2020. The person appointed needs to grasp the reality that being the metropolitan See brings additional responsibilities but also the expectation to be an exemplary diocese, absolutely proactive when it comes to critical matters like safeguarding and good financial management. Canterbury is viewed in a different light because it has The Archbishop as its diocesan bishop and hosts the Lambeth Conference. The new Bishop of Dover will have, at times, to enable the wider diocese to step up to the plate to rise to these challenges to support The Archbishop in his ministry and to assist the national church find a way through complexities (as in the case of The

Channel Islands and the bishopric of Maidstone).

The Bishop of Dover needs to grasp the reality that they are a suffragan, albeit within a unique context, and that there will be many times throughout the year that this is obvious – at Christmas, Holy Week missions and lectures, Easter, ‘Thy Kingdom Come’ at Pentecost, Primates meetings, the Lambeth Conference etc. – when he or she will become one of the team supporting The Archbishop in his diocesan, national or international ministry. It will help the diocese, Diocesan House, the office at The Old Palace and the cathedral if this is an easy relationship and clearly understood from the outset. It provides a great opportunity for the Bishop of Dover to be free to engage with the wider diocese and in the parishes at the seasons of the year when many diocesan bishops would be rooted in the cathedral.

THE CATHEDRAL

The person needs to be someone who will enjoy the privilege and blessing of engaging with the spiritual heart of the Anglican Communion and is happy to play a part in historic or ecumenical celebrations. It needs to be someone who will be energised by the opportunities to host international guests on behalf of The Cathedral or The Archbishop and someone who will enjoy having The Dean and members of The Chapter as trusted friends and colleagues.

MISSION LINKS

At present, Canterbury has a Companion Link with the six dioceses of Madagascar in the Anglican Province of the Indian Ocean, whose companionship is more than 30 years old. Strong Partnership Links also exist with Calais (Refugee Camp), Arras, Bodo, the Lutheran church in Markgräflerland, Germany, and the Benedictine communities at Bec. The Bishop of Dover has been active in all of these and there is scope for further development through encouraging deaneries and parishes to engage with our mission partners and so broaden these mutually beneficial relationships for the sake of The Gospel.

PERSON SPECIFICATION



The Bishop of Dover fulfils his or her episcopal ministry in a way which complements the ministry of the Archbishop of Canterbury as Diocesan Bishop. This gives it a unique and special episcopal dimension, in that although most of the ordinary tasks of the diocese are carried out by The Bishop of Dover, they are done so within the context of The Archbishop's ministry as Diocesan Bishop and of his three priorities. The qualities and characteristics needed for this episcopal ministry are therefore of a particular nature. The Bishop of Dover's ministry is therefore primarily one which ensures continuous episcopal presence yet which may easily slip into the background when The Archbishop is present.

“If we want to see things changed, it starts with prayer.”

The Archbishop's priorities begin with the renewal of prayer and the encouragement of that within Christian communities, old and new. Archbishop Justin sets this priority out in these words:

“If we want to see things changed, it starts with prayer. It starts with a new spirit of prayer, using all the traditions, ancient and modern. When it comes, it will be linked to what has gone before, but it will look different – because

it is a new renewal for new times. God's created community is perfectly designed for its time and place. It almost always comes from below. It comes from Christians seeking Christ.”

To complement this ministry The Bishop of Dover needs to be rooted in the scriptures and in prayer, with a clear and disciplined rhythm of life. He or she would also need to be able to identify and celebrate faithfulness in others and to develop the vocation of all.

Of his second priority, The Archbishop writes:

“Reconciliation doesn't mean we all agree. It means we find ways of disagreeing – perhaps very passionately – but loving each other deeply at the same time, and being deeply committed to each other. That's the challenge for the church if we are actually going to speak to our society, which is increasingly divided in many different ways.”

This speaks of reconciliation in the broadest possible context but it would begin with the ability to unite the diocese and to build up a sense of collaborative ministry and teamwork across it. The Bishop must love the people of God wherever they are, in rural communities and in areas of deprivation and be able to inspire confidence and vision. He or she must also encourage the

mutual flourishing of different traditions and patterns of ministry.

East Kent, and the communities within it, is a place where it is easy for The Bishop of Dover to have good relations with civic authorities, education authorities, universities and charitable organisations and for him or her to be able to be a reconciling influence in each of these even in moments of tension. Government plans for the future involve enormous quantities of new houses coming in to the diocese over the next 20 years, beginning almost immediately and the church's ministry of welcome becomes a crucial one as well as The Bishop's ability to be a catalyst in the midst of older communities which might be suspicious of so many newcomers.

“Reconciliation doesn't mean we all agree.”

The Archbishop writes of his third priority, Evangelism and Witness:

“Making evangelism a priority is not simply a growth strategy, or a desperate attempt to fill empty churches. It is about faithfully and effectively witnessing to Jesus Christ, who is himself the principal agent of the good news. When the Church engages in evangelism imaginatively – through prayer, listening, proclaiming and responding – people become disciples of Jesus and churches grow.”

This would involve the vision and energy to restore mission to the heart of the original missionary diocese and to have a confidence in the gospel to communicate it to those outside of the church as well as a confidence that equips and inspires those within the church. This will require someone who will be bold in encouraging, releasing and developing pioneer mission and ministry, and in the whole-hearted support of the development of a wide range of Fresh Expressions of church throughout the diocese. It would be desirable for the new bishop to have some recent experience of leading a growing Christian community, also vision and organisational intelligence in order to streamline the diocese for that mission.

In all these areas of work and ministry an awareness of issues of safeguarding would be

paramount. *The safeguarding teams of the diocese and the cathedral operate very closely together and work is in progress on the formation of one overarching supervisory body to cover both institutions.*

The ministry of The Bishop of Dover is a unique one within The Church of England and needs someone with particular gifts and qualities who is secure in their episcopal vocation. There is something about this ministry which is lived out 'on the edge.' The geographical location is on the edge of the UK near to Calais and at a time of national uncertainty about Brexit, the diocese's position as the front line for those seeking refuge in the UK will become even more crucial. It is lived out 'on the edge' in places like Sheppey and Thanet in terms of indices of multiple deprivation, or in the many rural areas where multi parish benefices need constant encouragement. As an episcopal ministry it is on the edge of The Archbishop of Canterbury's ministry and often on the edge of The Cathedral. This person needs to be comfortable and energised moving from the centre to the edge and back again, sometimes in the same day and not always at their own choosing. A good fit would be someone who has something of the kenotic Christ about them with ability to decrease or increase the scope of their episcopate as the season requires.

“Making evangelism a priority is not simply a growth strategy...”

Overall this person needs to be able to build on existing strong partnerships across the diocesan community ecumenical and secular partners, and further afield; to be instinctively collaborative and to have the ability to form and maintain trusting and trustworthy relationships at every level, while exercising the teaching ministry of The Bishop with confidence and hope in a diversity of different situations in churches, schools and public places. He or she needs to be a disciplined strategic shepherd in areas of mission and also of finance. They need to be able to value and to minister comfortably in the whole range of ecclesial traditions and be grateful for their diversity.

God of all things,
grant us wisdom as we discern your will.
Excite us with your vision,
inspire us with your love,
and give us courage to seek your Kingdom
and serve your people in every community,
Amen.



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