Diocesan Officers’
Annual Reports 2017

Bishop’s Council - February 2018
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The Secretariat at St Mary’s House

Purpose
The Secretariat based at St Mary’s House (SMH) exists to provide support as well as statutory and non-statutory services, primarily to parishes. It is designed to provide a framework to enable and equip parishes, schools, chaplaincies, Fresh Expressions and the cathedral in their mission and ministry.

Main themes
1) Still mindful of the national quinquennial goals to grow the church and focus resources effectively, we are driven by our five themes of growth and Bishop Michael’s three priorities of Discipleship, Vocations and Evangelism.
2) We want all aspects of Diocesan Administration to be whole heartedly focused on mission and ministry in every part of our Diocese.
3) We continue to “Put Parishes First” and we encourage joined up thinking across the limited resources the Diocese has at its disposal.
4) We are not a Diocese working in a silo so we seek to support the wider work of the Church of England. We aim to work with our colleagues in Church House Westminster, contributing to working parties and strategic seminars that address issues of national concern and also to network with other Dioceses, especially those in the West Midlands region. The Diocesan Chief Executive continues to serve on three national committees to support the Renewal and Reform agenda (Simplification, Vocations and DAG). Lichfield is now part of a strategic learning community, teamed with Lincoln, Truro, Newcastle, Exeter and Bath and Wells dioceses.

The secretariat comprises the following main areas of work:
- Finance (including Accounting Services, Parish Resources and IT)
- Property
- Communications
- DAC
- DMPC
- Governance/Database
- HR
- Office Services
- Safeguarding

Julie Jones Chief Executive and Diocesan Secretary

Human Resources

Purpose
1) To continue to ensure the Ecclesiastical Terms of Service Measure is well administered and communicated to diocesan clergy.
2) To provide HR advice to Senior Staff and parishes to ensure both ecclesiastical and employment law is adhered to and communicated effectively.

3) To ensure a good standard of HR management (in terms of both process and morale) for Board employees.

4) To provide HR advice and resources to parishes who employ staff.

**Achievements and performance**

a) We have continued to advise parishes that employ individual staff, particularly in the areas of recruitment, performance management, disciplinary issues and redundancy scenarios.

b) We have continued to update the Diocesan website with relevant and accessible information to support and hopefully increase the confidence of parishes to fulfil their statutory obligations in this area.

c) We have ensured the HR Officer has attended regular employment law updates and that we network with other Dioceses in the Church of England, taking the advice that is available from Church House Westminster at bi-annual HR training events.

d) We have run two central induction courses for new Incumbents to the Diocese with favourable evaluations. We need to increase this to at least three to ensure clergy are not waiting too long to receive this important introduction to the wider Diocese and to the services they can expect from the administrative and central sector teams.

**Objectives for 2018**

i. To continue to produce Statements of Particulars and employment contracts in a timely manner.

ii. To ensure we remain abreast of changes in national employment legislation and ecclesiastical law in order to give timely and detailed advice.

iii. To give both Diocesan employees and parishes advice and guidance when required.

iv. To maintain a good network of resources on the Diocesan website.

v. To increase the number of central induction courses offered by SMH.

**Governance**

**Purpose**

1) To manage the administration of the Diocese in an effective and efficient manner so that it fulfils its statutory duties, responsibilities and liabilities with regard to the Diocesan Synod and the Diocesan Board of Finance (DBF).

2) To support the work of the Chairman of the DBF by overseeing the effective operation of the committee structure within the Diocese, specifically ensuring that all committees
are aware of their Terms of Reference and that Committee Agendas reflect the responsibilities designated to them, and that minutes encapsulate the main areas of discussion and action points.

Achievements and performance
We have continued to concentrate on ensuring high quality administration for all the main committee meetings. We have planned carefully for Diocesan Synod and Bishop’s Council, and included a high level of consultation and information. We have aimed to be totally transparent in all our dealings and paperwork.

Objectives for 2018
i. To facilitate Diocesan synod and related committee elections
ii. To consolidate all the work done on Governance over the last three years and maintain a high standard of administration and transparency.

Jo Durber Officer for Governance & HR

Office Services

Purpose
1) To maintain a friendly and welcoming reception.
2) To oversee supplier relationships and ensure the Diocese receives best value and service at all times.
3) To provide an efficient and cost effective printing service to those who need it.
4) To ensure high standards of Health and Safety within SMH and satellite offices.
5) To oversee the grounds and ensure they are well maintained.
6) To administer the Reeve Room and Gardens ensuring optimal usage and increasing our commercial income from rental when the Diocese does not require it for statutory meetings.

Achievements and performance
a) We have continued to improve the services we offer internally with ongoing Health and Safety visits around all offices.
b) Printing services have continued satisfactorily.
c) We have continued to improve the grounds of SMH and are delighted at the progress made.
d) The bungalow space has continued to be a huge asset to us.

Objectives for 2018
i. Continue to ensure there is a friendly welcoming front of house service to all who use SMH.
ii. Consider the outcome of the Quinquennial inspection and ensure internal and external decoration and gardening to a high standard.
iii. Stay up to date with all Health and Safety requirements.
iv. Work to ensure a smooth transition of DVE departments into the new premises in Three Spires House within budget.

Sue Hathaway Office Services Manager

Finance

Accounting Services

Purpose

1) To draw up Annual Accounts for the DBF (including consolidation), Diocesan Board of Education (including subsidiaries and consolidation), Diocesan Trust, Mercian Community Trust, and St Chad’s Retreat Centres for submission to Diocesan Synod and the statutory authorities within the set timetables.

2) To produce the annual Diocesan Budget for submission to Diocesan Synod in October to reflect the diocesan strategies in place and acknowledge the joined up thinking of all areas of work.

3) To oversee the Board’s investments in accordance with the agreed policy.

4) To directly service the Diocesan Risk and Audit Committee (including updating the Diocesan Risk Register)

5) To ensure all statutory returns are made on time and registers are maintained, including Companies House, Charity Commission and Register of Interests.

6) To indirectly service other Diocesan Committees with deployment, resources and financial information

7) To provide an efficient payroll service for both clergy and lay staff.

8) To provide effective communications to all Stakeholders both on internal and external issues

9) To ensure all adequate Insurance Policies are up to date and in place.

Achievements and performance

a) During 2017 the Finance Department met all of its legal obligations and continued to provide a high level of service in respect of Clergy Stipends and payroll services.

b) Provided all the required services and information regarding the transition of change of Diocesan Auditors.

c) For the fifth consecutive year running we were able to present a mission focused budget, continuing to support additional mission posts and projects. The Budget was approved in October 2017.

d) During 2017 we continued to administer and improve the parish share formula. This seeks to correlate costs with actual deployment and enables parishes to prepare medium term budgets and to consider deployment needs.

e) As always, overseeing the process of collecting regular share payments and maintaining cash flow have been the main emphases of our work. It was another good year with nearly £11m of share collected. We are indebted to the Parish Assessors and

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Parishes for all their efforts to produce this result. This has resulted in the highest number of parishes paying their 2017 share in full by the year end.

f) We continued to run parish clinics to consider major parish share issues (and have also made sure we with meet with individual parishes when asked.) We believe these initiatives have continued to create and sustain positive relationships across the Diocese.

g) Our fee income this year has been in excess of £1 m. In addition the Department has continued to carry out Fees Audit and introduced a self-declaration form for parishes to complete and return for comparison with fees received. Self-declaration for retired clergy has been less successful.

h) The department provided auto-enrolment advice to parishes and has now finalised a scheme that parishes can utilise to legally meet the pension needs of their employees. This was implemented in September 2017.

i) After increasing Finance Returns from parishes to 98% in 2016, it was disappointing to see this fall to below 70% in 2017 (the 2016 financial data) this in turn has hindered the department to do a full review of parish financial positions and offer structured support through the Parish Resources Team.

j) In 2016 all parish accounts that were received at the Diocese have been reviewed and notes made to compare with the current financial reporting requirements. This in turn will allow the Department through Parish Resources to provide suitable training facilities where required.

k) Produced monthly management accounts and cash flow analysis, in addition to individual budget holder reports on a monthly basis.

l) Put in place accounting and reporting structures at Shallowford and maintained and developed systems for Dovedale House.

m) Acted as a Pilot Diocese for RME (Resourcing Ministerial Education). The pilot ended and RME commenced for real in September 2017.

n) Two meetings with the Insurance Providers to ensure that the Board Policies are up to date and are in place. In 2017 Cyber Insurance and Fidelity Insurance were added to the list of policies. The second meeting in the year ensures that the Parish Safeguard Policy Long Term Agreement is adequate and in place for parishes who wish to opt into the scheme – 98% of parishes are in the centralised scheme.

Future Plans

i. Like last year, we will continue to consolidate our financial position, paying careful attention to our investments and listening to parishes’ financial concerns as we seek to sustain and develop our levels of mission and ministry.

ii. To develop and introduce liquidity forecast model to oversee the Board’s total cash position at any one time, to identify weak spots and to maximise returns when the opportunity arises.

iii. To work in cooperation with the DVE team on developing an improved system regarding funerals and in particular for the finance team the collection of fees.
iv. To implement a change in tracking Finance Returns and Accounts from parishes in order to improve the service to parishes through the Parish Resources Team. This will include a full financial health check over a period of time and linked to the changes in Stewardship which will be reported under Parishes Resources.

Parish Resources

Purpose:
A central service to provide assistance and resources to parishes in the aim of bringing Mission, Ministry and Finance together in order to fulfil Practising Generosity in all forms.

Objectives for 2017
i. The main objective for the year ahead was to build on the successes in 2016 and develop this further by working more collaboratively with other departments and get Parish Resources into the bloodstream of diocesan life.
ii. Although most closely identified with the Practising Generosity Theme of Growth, the aim is to ensure the release of resources to enable that the other four Themes can flourish.
iii. In respect of Gift Aid, continue to promote the centralised scheme and benefits that accompany it. In addition continue to promote Giving Direct, Tax Efficient Giving and Small Donations. This included encouraging parishes outside the centralised scheme to join
iv. To identify appropriate training especially for treasurers in light of the changes in Accounting Regulations for Charities and other legislative requirements.
v. In addition assist parishes with their treasury function and fiduciary responsibilities as well as varying out Independent Examinations for them.
vi. To maximise available resources to increase effectiveness and productivity. This is to include effective communications material, better use of the website and promoting good news stories via Spotlight.
vii. To provide an extended payroll service to parishes.

Achievements and Performance
a) The PRT has continued to develop its brief with some substantial interventions in 2016:
b) Parish Assessors have worked with over 50 parishes during the last 12 months.
c) In addition both the POWSO and Projects Officer spent a lot of time with parishes advising on grant possibilities and generic building improvements
d) The Finance Team also continue to work with the Mission department to provide a holistic service to many parishes.
e) Our centralised Gift Aid scheme is serving over 400 parishes and generates in excess of £1.56m in additional revenue
f) In addition the Diocese operates Giving Direct, where parishes can use the Diocesan Direct Debit Scheme for regular donors and it enables the Gift Aid to be reclaimed

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monthly. In addition it offers inflationary increases on donations. Over 170 have subscribed to this scheme, raising over £120,000 in the year.

g) In 2017 Training Days have been provided to parishes regarding finance software, accounting and treasury functions as well as Trustee training. In total over 100 parishes have attended these events and in addition there have been several one to one clinics with parishes and their representatives. The finance training days were limited spaces and designed to cover specific areas and create self-help groups.

h) Investment Clinics were held in 2017, where parishes can get free Investment consultation with the CCLA on a one to one basis. It is felt this has now been exhausted although a service will be provided when requested or required.

i) The above is hoped to be replaced with a new Investment Fund that is being created specifically for parishes with one of the Investment Managers (see future plans).

j) Over 70 Independent Examinations were undertaken in 2017 as well as helping several parishes with their treasury function.

k) Assisted parishes on registering as charities and submitting online returns when required to the Charity Commission by the statutory date.

l) The website contains an immense amount of information to resource parishes in all aspects of financial and statutory management. We have continued to use specialist Finance Alerts to focus attention on important areas.

m) In total the Parish Project Officer has assisted over 70 parishes with projects and grant applications, as well as project planning and management advice.

n) Carried out Finance Visitations as and when required.

o) Undertaken Gift Aid Audits on behalf of the HMRC.

p) Undertaken Fee Audits in accordance with the audit requirements.

Future Plans

i. In February and March 2018 there are a minimum of ten roadshows to assist parishes with changes in financial reporting regulations, Charity Governance Code and GDPR as well as other regulatory changes either in place or coming into force in the next two years.

ii. To provide templates for required policy documents in accordance with Governance regulatory changes.

iii. To further increase the use of Giving Direct (Direct Debit Giving – with monthly Gift Aid) across the Diocese.

iv. Working with DVE to provide a new approach to “Stewardship” in conjunction with the Direction of Travel. The concept is to break the concept of good stewards into three distinct areas:

v. Discipleship – teaching on giving.

vi. Vocation – encouraging treasurers and other church officers with support and advice including good asset management as good stewards.

vii. Evangelism – promoting good Stewardship of buildings and resources transforming the communities in which they serve.
viii. Whilst continuing to provide when required free one to one investment advice to parishes, the Diocese is working with Eden Tree to provide a low risk high return investment option for parishes to use to maximise their reserves and assets.

ix. To continue to provide Treasurer Training, Admin and Governance Training and a Parish Project Training – in addition to the Roadshows.

x. To continue to communicate assistance that is available to parishes from the Diocese, both in resources and also grants as well as offering Project Planning and Project Management assistance.

xi. Increase support to new and experienced treasurers as legislation continues to change.

xii. To continue to work with parishes, assist where possible and continue to develop a good working relationship with all concerned at parish level.

Information Technology

Purpose:
1) To provide an effective and reliable IT system to support and enable all staff and officers to serve and deliver a quality service to parishes.
2) To react to IT outages and problems quickly and ensure the best possible communication to all users.
3) To maintain an up to date assets register.
4) To provide adequate IT security in the ever increasing world of IT fraud and hacking.

Achievements and performance
a) MyDiocese database developments, including the introduction of the On Line Faculty system (see DAC).
b) On Line Data collection of financial statistics, and ability to allow parishes to upload annual accounts
c) Data cleansing work to review all the financial information provided for by parishes
d) The use of a Mosaic System provided for externally that gives a statistical profile of each parish
e) Work has been done to stream line filing space and increase capacity and speed of access to the main Diocesan Servers in order to free up more server space

Objectives for 2018
i. To improve and develop IT security and train staff on the pitfalls of Phishing, Spear Phishing and Whaling. Ensure cyber security meets required standards that will assist with GDPR. To obtain ISO 27001 standard cyber essential accreditation.
ii. To further develop the Mosaic system to assist with strategic advice and support to parishes, in particular with Financial and Stewardship issues as well as assistance towards Mission.
iii. To develop a Business Continuity Plan (utilising a secured Cloud).
iv. Further develop IT software and provide training to staff on the best way to utilise the software available
v. Train staff on a structured and consistent way to file and store electronic data.

vi. To further develop the IT system to maximise utilisation off site and provide equipment to allow easy portable access to files and servers.

Jonathan Hill  Director of Finance

Safeguarding

Purpose

1) To ensure professional advice and consultation is available to Bishops and senior staff within the Diocese of Lichfield.

2) Provide for internal enquiry services that react in a sensitive way to disclosures of abuse, ensuring that victims of alleged abuse are treated in an appropriate and nurturing manner. To enable risk to be managed in order to prevent harm from occurring or reoccurring depending on circumstance.

3) To develop and embed relationships with statutory agencies and the third sector and share information as appropriate in line with data protection.

4) To enable safe participation of those with a history of abuse within church life by ensuring effective risk management assessments and behavioural contracts are drafted and maintained.

5) To support local parish safeguarding coordinators and clergy who have local responsibility for implementation.

6) To advise on the recruitment, training and support of those who have a direct role in work with children.

7) To provide some training for appropriate personnel in the diocese with regard to safeguarding.

8) To oversee safeguarding and safer recruitment policy development in conjunction with the safeguarding scrutiny committee.

9) To ensure that DBS checks are carried out on all required personnel effectively and confidentially and that all stakeholders are confident using the system.

10) To develop, monitor and maintain local safeguarding policies and ensure that safeguarding is available to help advise and inform related missions (for example deliverance ministry and local parish policy development). To interpret national policy developments and ensure they are included in local practices and advice.

Achievements and performance

a) 2017 has seen significant developments to safeguarding services in the Diocese of Lichfield. Responding to the recommendation of the 2016 audit report, the department has been enhanced with the addition of a registered Social Worker in the role of lead Diocese Safeguarding Advisor. The aim being to provide for high quality policy development and to ensure that general direction of travel is in line with national church and statutory developments.

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b) In response to the above, departmental recording systems have now been made electronic and older paper documents and files have been archived and transferred to the Bishop's office for central management by the Bishop's Chaplain. All DBS systems are now electronic and administered by CCPAS. To ensure DBS services are robust the Diocese has invested in dedicated internal admin support and a DBS administrator is in post.

c) A diocese-level recording with care policy has been conceived and enacted in order to standardise recording formats for safeguarding and govern security access for electronic systems. A number of report formats for casework have been introduced and a modularised format for safeguarding files has been agreed and implemented. The Diocese is now represented on Regional Safeguarding Boards and information sharing arrangements are in the process of being formalised.

d) The Diocese has released policies on safeguarding for children and adults, online social media usage and safer recruitment in order to ensure that guidance is improved and available for parish use and implementation. Expectations and processes for dealing with and acting on disclosures are now standardised across the Diocese. Duties and expectations are also defined and outlined in said documents. The Bishop's office has issued an ‘ad clerum' ensuring that expectations for usage of the above are clear. The new recording with care policy has introduced standardised recording systems and formats for local use.

e) The Diocese has begun looking at working streams for safeguarding development around domestic violence, modern day slavery and female genital mutilation. Liaison work is also ongoing with other ministries such as deliverance ministry and vocations in order to improve cross-departmental working.

f) Relationships have been developed further with LADOs around our seven local authorities and this has included attendance at regional meetings. The Diocese has attended safeguarding team meetings and has developed relationships with key professionals within some local authorities (including Stafford, Walsall and Wolverhampton) in order to create closer working relationships and understanding of our role. This work continues as we attempt to form similar relationships with a wider cohort of statutory agencies.

g) Development work on the safeguarding section of the Diocese website has continued with local and national policy documents added and training guidance and dates being included. This work is set to continue throughout 2018 as the features of new web management software are explored and embedded.

h) There are currently 38 Offender Management Contracts in place that are regularly reviewed and updated as required.

Objectives for 2018
2018 will see the commencement of a national enquiry into safeguarding and faith groups and promises to see significant developments as recommendations and a more comprehensive picture of the national picture develops. A key part of the safeguarding team's work over the
coming year will hence focus on national interpretation and local implementation of such developments.

Embedding the above changes into parish practice will be a major priority for Diocese level safeguarding over the next 12 months, as a continued change in organisational culture is encouraged and promoted in this area. This will require close working relationships with the Communications team, the Bishop’s office, the Diocese Secretary’s office and local parishes.

In addition to the above the Diocese continues to commit and focus on our primary mission roles for safeguarding. As such our priorities remain:

i. that our churches are safe places where all can worship and where children and vulnerable adults are protected from harm.
ii. to provide for empathetic and appropriate interaction with victims and perpetrators of abuse.
iii. to ensure risks are managed by casework, training and appropriate DBS checks.

Neil Spiring Diocesan Safeguarding Advisor (Registered Social Worker).

Database

Purpose

To oversee and develop the Diocesan database to make it an effective tool for all users. This should ensure that all records of clergy and officers are up to date, and to hold additional information (statistics, finance data, location data) to aid Diocesan management.

Achievements and Performance

a) The database is working well for internal office users (and accredited other users) and there are regular ongoing software improvements to make its use easier and the wealth of data more accessible to all staff.

b) Parishes have continued to regularly submit Statistics For Mission figures, finance data including annual accounts and reports, as well as parish officer contact details through the diocesan portal, which is accessible to registered users via the diocesan website.

c) The DAC module continued to be used for faculty applications until August 2017. Following discussions between the DAC Secretary and the national Cathedral And Church Buildings staff the Diocese decided to move across to the national Church of England Online Faculty System (OFS) in order to provide smooth progression of applications and good levels of user satisfaction. A smooth transition of systems took place during July and August. This included sending church building information held on our database to London in order to update the national Church Heritage Record regarding our Diocesan church buildings. Existing cases have continued to be managed on the Diocesan database until completion.
d) Further enhancements of the system have been received during the year and we are continuing to work with the supplier to improve the system.
e) The oversight of the database and liaison with the supplier continues to be the responsibility of Angela Bruno, Vocations Co-ordinator. Day to day matters continue to be handled by Jo Durber, Personal Assistant to the Diocesan Chief Executive Officer and Officer for Governance and HR.
f) Personal staff training has taken place in using the database but we are aware that still more needs to be done to optimize confidence levels.

Objectives for 2018
i. We will continue to focus on the on-going management of myDiocese especially data cleanliness, training needs and ensure that our supplier develops the system to further meet our needs as a Diocese.
ii. We will ensure that our data protection processes in relation to myDiocese comply with the General Data Protection Regulation which is due to come into force on 25 May 2018.

Angela Bruno Vocations Co-ordinator

Diocesan Mission and Pastoral Committee (DMPC)

Purpose
1) To provide advice and guidance to all those considering pastoral re-organisation including the provision of mapping tools.
2) To co-ordinate the work of the three Area Mission and Pastoral Committees to ensure a consistent approach to mission and pastoral re-organisation in the Diocese.
3) To liaise with the Registry to ensure strong communications and adherence to all ecclesiastical law.

Achievements and Performance
a) The Lichfield Diocesan Mission and Pastoral Committee and the three Area Mission and Pastoral Committees appear to be working well and there is clear understanding of the role of each of the bodies.
b) The Diocesan Pastoral Officer ensures that legal processes are followed and also (hopefully) understood, ensuring fairly smooth achievement of pastoral reorganisation, after appropriate consideration and consultation.
c) The Area Mission and Pastoral Committees are ensuring all deanery plans arising from the Plain Speaking exercise are reviewed on a regular basis to allow forward planning to best achieve and improve mission in the diocese.
d) A sub-committee of the Lichfield Diocesan Mission and Pastoral Committee, the Closing and Closed Churches Group ensures the problem of church closure is well-managed, using best practice to address the process, for both churches subject to the Mission and Pastoral Measure 2011 and also churches that are parish property and subject to charity and trust law.
Objectives for 2018

i. In terms of the DMPC we continue to seek to streamline the processes and their communication.

ii. We will continue to ensure complete administrative consistency across all Episcopal Areas. This involves continuing training for the Pastoral Officer, Area members, secretaries and support staff.

iii. Due to the simplification process we are expecting changes to be introduced affecting how certain aspects of the Mission and Pastoral Measure 2011 are processed. Upon receipt of guidance from the Church Commissioners, the Pastoral Officer will review our internal processes to ensure we meet all necessary requirements resulting from these changes.

Clare Spooner Diocesan Pastoral Officer

Diocesan Advisory Committee

Officers: Mrs Kristina Williamson, DAC Secretary & Church Buildings Officer, Mr Giles Standing, Assistant DAC Secretary & PA to the Archdeacon of Lichfield

Accountable to: Mrs Julie Jones, CEO & the Ven. John Hall, DAC Chairman

Purpose

The Diocesan Advisory Committee on the Care of Churches (DAC) provides advice to the Chancellor in respect of the granting of faculties and also, on a wide range of building conservation and development matters, to PCCs, clergy, Diocesan Officers and other professional bodies. The DAC Officers facilitate the operation of the faculty jurisdiction (FJ) system of the Church of England and promote the conservation and understanding of church buildings within Lichfield Diocese. They are pivotal in terms of fostering trust and understanding between clergy and parish officers, DAC members, and interested third parties such as planning authorities, national conservation and amenity societies and grant-funders.

Objectives for the Year

i. To provide focussed and up-to-date advice to clergy and other PCC members, Diocesan officers, other professionals and members of the public in respect of the operation of the FJ system and the care and development of church buildings in the Diocese of Lichfield.

ii. To present appropriately detailed faculty petitions to the DAC and the Chancellor in an unbiased way.

iii. To work closely with Archdeacons, other Diocesan Officers and in particular the Church Buildings Support Officer, in respect of their involvement with church buildings under faculty jurisdiction.

iv. To manage the operation of the OFS (an on-line faculty application system) in the Diocese progressing applications for List B permission via the Archdeacons in a timely manner and faculty applications via the DAC Committee cycle.
v. To ensure that the number DAC of members and advisers is kept up to strength and that they are offered training and support in their role as appropriate.

vi. To deliver training in the role and resources of the DAC and the operation of the faculty jurisdiction system and on best practice in the care, repair and development of church buildings and their contents, to PCCs, incumbents and third parties as necessary.

vii. To update the DAC’s web pages and written guidance notes as appropriate.

viii. To promote the value of the DAC and the Faculty Jurisdiction system throughout the Diocese working with other Diocesan Officers as required.

ix. To ensure that the skills and knowledge of the DAC officers are kept up to date through appropriate training and attendance at key events as necessary.

Summary Achievements

Provision of Advice & Administration of Caseload

a) Providing advice to parishes and facilitating the faculty application process has remained the key focus of the DAC’s activities in 2017. As directed by section 1 of the Faculty Jurisdiction Measure, the DAC seeks to balance pastoral & mission needs with those of conservation. This is not always easy recognition is due to the DAC members who give their time to this challenge on a voluntary basis; their breadth of experience and specialist knowledge is a valuable Diocesan resource.

b) During the year, 124 faculty applications were issued by the registry following advice from the DAC representing an increase on 2016 when the figure was 102. These faculty applications were considered by the DAC over 9 meetings. The DAC Office also processed 148 applications for List B (Archdeacons’ permission); these matters do not go to the full DAC but require the advice of either the DAC’s Secretary and/or its members. This represents a decrease on last year when the number of List B applications was 167. 65 site visits were carried out at which members of the DAC or its officers met PCCs to hear about and advise on their proposals for developing or reordering their building; this represents a slight increase in the number of such visits in 2016 (61). Many enquiries continued to be received on a daily basis by email or telephone in the DAC Office and were responded to by the DAC’s Officers as appropriate.

Membership & Organisation of the DAC

c) During 2017 the DAC continued to meet under the guidance of its Chair, the Ven. John Hall. The Archdeacons have maintained a strong working relationship with the DAC which has been to the benefit of those PCCs whom they have advised. At the present time, the DAC’s membership is up to strength and advisers are appointed to all key areas of work although, due to illness, interim cover has had to be arranged to cover the areas of heating, lighting and audio-visual advice; it is hoped that this will be for a temporary period only.
d) The creation of the DAC Assistant Secretary post has had a positive impact on the
organisation of the DAC’s casework and the speed with which it is processed. Without
this post, the switch of online faculty application system from MyDiocese to the
national Church of England’s Online Faculty System (the OFS - see below) would not
have happened as smoothly as it did (August 2017). The move to the OFS has
generated a new format of DAC agenda and minutes and has led to clearer
documentation of the DAC’s decision making process; these improvements to the
DAC’s administrative system will continue during 2018.

IT

e) During 2017 the advantages to the Diocese of being part of a national online faculty
application system became obvious. The OFS offers a complete process which deals
with an application from inception to the issue of faculty and provides a clear
indication of progress to applicants at all stages. It is associated with the Church
Heritage Record, a national database containing historic information and, where
appropriate, the list description for each Anglican church building; it is also becoming a
national repository for Quinquennial Inspection reports and data on the condition of
church buildings.

f) To accompany the OFS and to further explain its specific use in Lichfield Diocese, the
DAC Officers produced a Procedure Manual (November 2017). This sets out DAC
practice in respect of the various permissions required for works to church buildings
and how these are processed. A further Process Note was issued to provide detailed
guidance to those Diocesan Officers using the OFS as part of their work.

g) DAC Officers continue to have a close and effective working relationship with the
Diocesan registry staff. The introduction of the OFS led to a reappraisal of the division
of work between the registry and the DAC Office which has resulted in greater stream-
lining in dealing with applications.

DAC Related Activities

h) Training offered by the DAC Officers: Training in the faculty jurisdiction system was
offered to church officers in Stoke Archdeaconry at Doxey on 28 February and in the
Walsall and Lichfield Archdeaconries at Brownhills on 14 September. Longer
workshops/clinics were offered in the Salop Archdeaconry on 22 May and 27 June;
these were given by the DAC Officers and Church Buildings Support Officer and
provided basic training in the FJ system and in making effective grant applications but
also enabled attendees to bring specific queries and issues relating to their church
buildings. The two events were very well received and resulted in several projects
coming forward for faculty permission.

i) The DAC Officers contributed to the work of the Diocesan Environmental Advisory
Group (DEAG) to promote greater awareness of energy efficiency in historic church
buildings. They also spoke at the joint DEAG & DAC “Love Your Churchyard” events (11
February, 30 September and 7 October) which encouraged PCCs to maintain and use

Come follow Christ in the footsteps of St Chad
their churchyard to the benefit of the environment and their local communities thus creating opportunities for mission.

j) The Lichfield DAC hosted the regional meeting of the Midland DAC Officers 2017 on 3 July at College Hall. This is a business meeting and update on national matters of relevance to DACs. HHJ Stephen Eyre, Chancellor of Lichfield Diocese, spoke on good working practice between DAC and Chancellor and the DAC Officers led an open discussion amongst regional members on the recent introduction of List B (a list of works that no longer require faculty but may be carried out under Archdeacon’s permission).

k) The DAC Secretary also attended the following events throughout the year: “Heritage Law Conference”, Institute of Historic Building Conservation Bristol, “Fit for the Future”, Wolverhampton - a joint conference between the Hereford, Worcester and Lichfield Dioceses on the sustainability of church buildings, Coventry DAC Annual Study Day which reviews completed church building projects in Coventry Diocese learning lessons from them to inform future church building development projects, “Bats in Churches Conference”, Heritage Lottery Fund (HLF) Leicestershire, the launch of the Diocese of Hereford "Toolkit" for the development of church buildings and a regional meeting of the HLF, Birmingham to review changes to the HLF’s programme of grant-funding.

Future Plans
The objectives set for the DAC in 2018 will continue to be those that under-pinned the work of the DAC in 2017, i.e. giving its best and considered advice to PCCs on proposals for their church buildings. Additionally a DAC constitution and a revised QI inspection scheme are required; these are being prepared with a view to taking them to Diocesan Synod. In the light of the recently published Taylor Review of the Sustainability of English Churches & Cathedrals, (December 2017), thought will be given to the future manner in which the Diocese provides support to PCCs in respect of the operation, maintenance and development of their church buildings.

Kristina Williamson DAC Secretary

Communications

Purpose

1) To encourage those in and outside church across the Diocese to ‘Come follow Christ in the footsteps of St Chad’ and to embed that message in communications at all levels.

2) To communicate attractive stories of discipleship, vocation and evangelism (DVE) to help foster these priority areas.

3) To raise the profile of Lichfield Diocese and promote it as an attractive place to worship, work and serve, reflecting the diversity and richness across it.

4) To develop further a relational culture across the diocese, encouraging people and departments to communicate well, innovatively and consistently.
5) To help resource and support frontline ministry in parishes, schools, chaplaincies and fresh expressions of church.

Summary achievements

a) Organised and communicated about the successful First Steps launch at Lichfield Cathedral on 20 May (right).

b) Communicated about our shared Next Steps together including a DVE survey filled in by over 100 parishes, churches and other organisations.

c) Worked to raise the media profile of the Diocesan Bishop – and Diocese – at a local and national level including broadcast, online and newspaper coverage.

d) Spotlight – six editions have been produced, with stories driven by DVE and the new Direction of Travel.

e) Worked closely with Lichfield Cathedral on several major events including the funeral of Jill Saward and the First Steps launch.

f) Produced several key communications resources for diocesan departments and events including the new Reaching New Generations booklet.

g) Communicated about key events locally and regionally across the Diocese through the fortnightly e-bulletin.

h) Reviewed the Online Pastor role and re-launched as an Online Enabler to support parishes, schools, chaplaincies and fresh expressions to develop their own online presence. Already significant engagement across the Diocese.

i) Produced weekly TGI Monday shows, introducing new panel members and producing successful ‘guest’ shows with Rev Kate Botley at Encourage 2017.

j) Social media – continued to grow our Twitter and Facebook presence and launched a Diocesan Instagram account.

k) Worked closely with other dioceses and Church House communications team on campaigns like #GodWithUs.

l) Supported and advised parishes, schools and others when under the media spotlight eg high-profile funerals.

m) Bedded in a new comms team featuring Director of Communications, Creative Media Producer and Online Enabler.

Objectives for 2018

i. Communicate the journey of the four mission projects with the rest of the Diocese, including videos for the Next Steps event on 3 March.

ii. Share the results of the Diocese’s involvement Setting God’s People Free and communicate well about God’s ‘call to us all’.

iii. Help create a culture of welcome for all people including those who are BAME, LGBT+, or disabled.

iv. Use online channels to tell innovative stories and start conversation about living as Christ followers, in Chad’s footsteps, including CHAD Living videos.
v. Equip and encourage parishes and others to communicate well online through one-to-one time with the Online Enabler and structured training sessions.

vi. Develop the TGI brand further and use as a resource in key local areas including schools.

vii. Use clear, targeted internal communication through the diocesan e-bulletin, LEMnAID and other means. Encourage the wider use of diocesan branding.

viii. Work closely with the cathedral and its new PR team to maximise communications opportunities.

ix. Target local and national media with positive stories about the Diocese, working closely with the Diocesan Bishop on his communication priorities.

x. Work closely with senior clergy/officers to prepare for and react positively to critical matters that carry reputational risk eg high-profile safeguarding cases.

**Pete Bate** Director of Communication

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**Property**

Director of Property: **Andrew Mason**  
Accountable to: **Diocesan CEO**

Responsible for: Charles Glenn, Simon Ray, Mandy Hulse, Emma Dyke (and external Glebe Agents - Balfours and Fisher German)

**Purpose**

The Department is primarily responsible for statutory property management. It is committed to serving the clergy and parishes with the underpinning principles of:

- Good stewardship
- Improving pastoral care of clergy families

There are 400 clergy houses under day-to-day management which includes planned and responsive maintenance. The Agricultural Glebe land portfolio comprises c2,000 acres with day-to-day issues dealt with by the two Land Agents. A small number of residential investment properties are also managed plus planned maintenance assistance on 3 large operational buildings. Management and disposal of Closed Churches completes the property portfolio, across which asset development work is undertaken (seeking planning permissions, acquiring and disposing of property etc).

**Structure and Management**

The Department comprises of four broad areas of work:
The staff line management is as follows:

**Clergy Housing Management (statutory)**
via Benefice Buildings Committee (BBC)

This is the third largest area of expenditure within the Diocesan budget and covers the cost of responsive and planned maintenance of housing, including annual maintenance contracts.

The BBC Terms of Reference are:

1. To be responsible for the maintaining of the diocesan housing stock.
2. To identify vacant houses and maximise rental income.
3. To identify surplus housing stock and prepare reports to the Investment Group.
4. To identify potential developments plots and prepare report to the Investment Group.
5. To oversee and remain in budget any capital expenditure approved by FACS/DIG.
6. To oversee the acquisition and disposal of property once the relative authorisation has been received.

**Achievements and Performance**

Another busy year has seen further improvements in the way the portfolio is managed:

1. A further increase in planned over responsive maintenance.
2. 20 kitchens have been renewed.
3. 20 bathrooms have been renewed.
4. 18 boilers have been replaced (28% more than last year).
5. Nine flat roofs and one main roof have been renewed (seven more flat roofs than last year).
f) The eight-year Double-Glazing Programme has ended with well in excess of £1M expended and in the last year 18 houses have had double-glazed windows or door/screens replaced, with the double-glazing of the final 4 houses complicated by conservation/heritage issues.

g) 83 quinquennials (23 more than last year) and 57 ingoing surveys (22 more than last year) together with tendering, contract supervision and post-works quality checks carried out.

h) One house has been sold (£218,500), another sold STC (£545,000). One purchased (£300,000) and another purchased STC (£356,000).

i) The extensive flood damage at Kidsgrove vicarage has been successfully resolved. Joint working with the local council has seen a section of the storm water culvert re-piped, together with major refurbishment of the vicarage, plus temporary re-housing of the vicar’s family.

j) Planning consent secured for a Coach House to dwelling conversion in a Conservation Area.

k) Three major capital projects of alterations/refurbishments were carried out, including provision of disabled living accommodation for a dependant person and two garage to study conversions.

l) Rental management - gross income of £262,000

**Objectives for 2018**

i. Adopting a revised Quinquennial Report format incorporating a three-priority model which will inform short-term and long-term Planned Maintenance.

ii. Continuing the programme of maintaining and upgrading clergy housing is an overarching objective, being a key component of both the Clergy Recruitment and Mission Action Plan Wellbeing Agendas.

iii. Prioritising wind and watertight external and fabric maintenance and re-piping of central heating systems over internal refurbishment work.

iv. Intensifying a regime to satisfy the Construction Design and Management Regulations as regards both planned and responsive maintenance.

v. Comprehensive Asset Review to identify surplus houses or land to secure planning permission for sale.

**Agricultural Land Management (statutory)**

via Glebe Committee

This budget is relatively small in relation to the income and asset value, as the cost of administration mainly relates to Glebe Agents’ management costs and apart from the regular tree inspection and remedial work programme there are minimal repairs liability.

Income and expenditure have broadly been within expectations on budget. Urgent work and inspections to trees are also within budget.
Expenditure on the promotion of sites through the local plan process has all been done within the agreed capital budgets.

Glebe Committee Terms of Reference are:

i. To maximise Glebe land rental.
ii. To keep up to date the Glebe land register.
iii. To identify potential Glebe land development and prepare reports to the Investment Group.
iv. To maintain the Glebe land and maximise overall potential.

Achievements and Performance

a) Capital receipts and monies pending on land under contract, totalling over £1.1M:-
   i. Wellington
   ii. Shifnal
   iii. Whixall
   iv. Tilstock
   v. Pipe Ridware

b) Continuing positive progress with Shropshire Council for a major joint development at Bayston Hill.

Objectives for 2018

i. Securing planning permission at Bayston Hill development site and legal agreement with Shropshire Council and other stakeholders.
ii. Legally completing development land under contract at Tilstock.
iii. Investigate opportunities to acquire further glebe land.
iv. Successful outcomes to continuing land promotion work.
v. Conclude 3 separate negotiations on
   a. proposed land exchange
   b. opportunity to unlock development potential
   c. entering an Option Agreement.

Closed Churches Management (statutory)
via the Diocesan Mission and Pastoral Committee.

Purpose

1) Manage and maintain closed churches with new uses
2) Support and advise the Committee, Diocesan Pastoral Officer and Archdeacons with their responsibility to find appropriate alternative uses, both before and after church closure.
3) Manage and maintain churches once formally closed – during the use seeking period.

Achievements and Performance

a) Innovative and cost-effective use of UK’s largest mobile crane to access and repair steeple, paving way for sale.
b) Sale of St Luke’s Blakenall – offloading remaining substantial repairing liability

Objectives for 2018
i. Complete sale on Pipe Ridware closed church and adjoining land (now under contract).
ii. Progress sale/lease negotiations of closed churches at Calmore, Burslem and Goldenhill.

Operational and Investment Properties

Purpose:
1) Assist in planned maintenance advice/reports/actions on St Mary’s House, Shallowford House and Dovedale House.
2) Manage 6 residential properties for investment purposes.

Objectives
i. Securing and refurbishing new operational offices for DVE in Lichfield.
ii. Carry out Quinquennial works on St Mary’s House.
Mission

Local Mission
Director of Mission: George Fisher
Accountable to: Bishop Michael

Purpose
This Department exists to encourage evangelism, mission and growth in the churches of Lichfield Diocese.

Objectives for 2017
Encourage local parishes in evangelism, mission and growth through the provision of support, guidance and resources.

i. Continue to develop the ‘Mission Team’, with an effective pattern of meetings with those involved in mission to varying degrees, including ALM posts, and needing different levels of support.

ii. **Church Consultancy**: continue to work with and support the ten from 2014 and 2015 as Mission Companion and work with any other churches the bishops ask me to. Continue to work with the groups of churches on **Breaking the 100 Barrier** and **Regaining the Lost Ground**.

iii. Encourage all churches to produce **Mission Action Plans**. Work with the Area Staff to explore new patterns of supporting the MAP process and the next stage re ‘Growth Visits’.

iv. Encourage **Covenants** in all churches and ensure paperwork is correct and up to date where there is an OLM.

v. Continue to develop the Diocesan MAP Pathway **Frontline Discipleship**. Start the ‘cascade’ process with churches who have previously shown interest using the trainers and the new materials which LICC have presented us with.

vi. Develop the Diocesan MAP Pathway **Young Adults** with the Deputy Director of Mission taking forward and developing the **Reaching New Generations 19-35** strategy, exploring good practice and signposting effective resources. Look at what discipleship means to this age group.

vii. Arrange for the collection, collation and review of **Statistics for Mission**. This year we will not use Ven Bob Jackson for the review but write our own and find the most effective way to do this. Continue to participate in the national exploration of effective ways of tracking ‘Worshipping Community’.

viii. Continue to resource local mission initiatives, wider church initiatives (V Fest, Stafford Show and Shrewsbury Flower Show), and Mystery Worshippers.

ix. Develop a local diocesan version of the **College of Evangelists** in order to support, encourage and train evangelists in the diocese. Explore ways to work with our Methodist partners and our World Mission links.

x. Coordinate the use of outside **consultants** for churches.
xi. Develop **conferences and training** to equip the churches as needs arise.

xii. Support the **Thy Kingdom Come** diocesan initiatives.

xiii. Continue to develop **LEMnAID** as a regular email with resources, top tips, and mission events.

xiv. Support the **Spirituality Team** in their work, particularly in strengthening the training and support for Spiritual Companionship in the Diocese and developing 'spirituality evangelism'. Encourage the different strands of spirituality to complement each other under the heading of **Discovering the Heart of God**. The Director of Mission will support the **Healing Ministry Enablers** in each Archdeaconry and coordinate meetings with **Hospital Chaplaincy**, **Deliverance**, and **Dementia-Friendly Church Enablers**.


xvi. Encourage **Fresh Expressions** of church both through **Pioneers** and through local churches. Support **Messy Church** and look at discipleship in this and other Fresh Expressions. Support the Pioneer Ministers. Work with senior staff to establish the Guiding Team. Develop training opportunities and pilot **learning hubs** for those leading fresh expressions in the Diocese. A review will be needed of the support and development of our 120+ Messy Churches.

xvii. Continue to develop the work on **Rural Mission** and establish the group looking at **evangelism on urban estates**.

xviii. Work with the Finance Department and diocese to implement the running of **Resourcing Parish Mission**.

xix. At the end of 2016 it was decided to have a major focus on Funeral Ministry. We will establish **Funeral Champions** in each Deanery and work with them to encourage good practice and share resources and ideas with a national day conference for them with Rev’d Dr Sandra Millar in September. We will also explore the possibility of working with the national church with a Diocesan Funeral Champion who will also have a national role.

**Achievements and performance**

During the course of 2017 Local Mission made good progress in most of the areas above. The Director of Mission was on Extended Study Leave from April to July and this meant that some initiatives lost momentum in this period. On return to work he advised the diocese that he is intending to retire in July 2019 when he is 65.

Specific areas for comment:

a) **Weekly staff meetings** have continued and a real sense of being a team has sustained. Good relationships have continued with the **Addition for Mission** posts, each in different ways due to the individuality of their posts. The Director of Mission meets regularly with Philip Swan (World Mission), Gordon Banks (Stoke), Charles
Ruxton (Spirituality and Salop), and the RNG team; and the Deputy Director of Mission line-manages Cerys Hughes (Salop Messy Church). Two or three times a year we encourage all those involved in mission – Reaching New Generations, World Mission, certain Addition for Mission posts to all meet together for fellowship and coordination. The DDM has been actively involved in assessments of the Addition for Mission posts.

b) **Church Consultancy**: the work supporting the 10 churches from 2014 and 10 from 2015 as Mission Companion has continued although several of these have been in vacancy and so the process has interrupted or halted. The Director of Mission has worked with other individuals as requested by Area Staff. He has continued to work with the group of churches to ‘break the 100 barrier’ and ‘Regaining the Lost Ground’ but neither of these has really gained traction and so ceased at the end of the year and another strategy has been developed for 2018.

c) **Mission Action Plans** and **Growth Visits**:
   a. In the Stoke Area round two of Growth Visits is almost complete. A reasonable number of churches visited have produced a Mission Action Plan and follow up is planned in 2018.
   b. In the Salop Area round two of Growth Visits is continuing and within a year of completion. A good number of churches visited have produced Mission Action Plans.
   c. In the Wolverhampton Area the pattern of timing for the handing in MAPs seems to have stuttered and is being reviewed in 2018.

d) The aspiration for 85% of churches to have active MAPs is not being achieved. The Director of Mission produced a paper in the middle of the year with proposals for the future but no decision has been reached about this.

e) The Director of Mission has continued to coordinate and administer all work with **Covenants**. This is effective and runs smoothly. There are 78 active covenants covering around 200 churches as many of these covenants are in multi-church benefices or teams. There have been two new covenants this year as well as two updates, with three in the process of updating.

f) The **Frontline Discipleship** ‘cascade process’ with the new materials created with LICC has been slow to be taken up, partly due to the Director of Mission’s Study Leave. One group of churches has started the training with Lindsey Hall and there are now three groups of churches definitely signed up for the coming year and in addition to this another group working through the materials on their own. LICC have continued to show excellent support and we have agreed to develop three workshops in 2018. LICC are producing excellent new materials which churches are using.

g) The Deputy Director of Mission has continued to develop the work in **Reaching New Generations 19-35**. This is one of the Pathways of the Diocesan MAP. This has involved: working with key leaders (lay and ordained), sharing best practice and pilots of regular communications to a growing network of churches actively engaging with young adults, promotion of student ministries to build a greater number of student friendly churches. Increased collaboration with Youth and Vocations enabler to address
transitions of young people into adult life and church and involvement with the Soul Survivor festival in Stafford. Continued support of St Chad’s Volunteer programme, with increasing number of volunteers and development of Hub churches in the diocese. Inclusion of volunteers in the 4 Rural Youth project.

h) The diocese again had a good percentage return for Statistics for Mission. The Director of Mission produced a report, based on the statistics. Discussions began with Bev Botting from the national church team to see if they would offer a better service than Chapel Studios.

i) The diocese was well represented at the Stafford Show, the Shrewsbury Flower Show and V-Fest. Capt. Gordon Banks took the lead at the Stafford Show and was of great assistance in the Shrewsbury Flower Show. The Deputy Director of Mission took the lead at the V Fest, along with Rachel Dale the local vicar. The Local Mission budget supported all of these initiatives. The number of requests for Mystery Worshippers was lower this year than previously but there is still a good team supporting this.

j) The Faith Sharing Team ceased this year with the development of the Lichfield Diocese Community of Evangelists. The inaugural ‘gathering’ was in October with 18 present and 3 apologies. There are currently 20 members. It will meet three times per year. Mutual prayer support has been established and it will support parishes and diocesan events as requested. The Methodists are involved in this through Andrew Roberts. Archbishop Moon Hing was supportive but there has been no response from his bishops.

k) Consultants have continued to be used for the Larger Churches Process. Bob Jackson has retired from this role during this year with his group of ‘largest’ churches experimenting meeting without a consultant for a year. The consultants we use are: Canon John Holmes, Canon Michael Mitton, Canon Robert Warren (the latter by telephone only). We are exploring developing consultancy re Jesus Shaped People.

l) The conferences and training this year have been directly related to projects which have developed such as Funeral Ministry (see below point 19), Urban Estates (see below point 17) and Evangelism (see above point 9). The Director and Deputy Directors of Mission were involved in courses as part of the ALM training.

m) The Deputy Director of Mission was involved in Thy Kingdom Come as The Director of Mission was on Extended Study Leave. TKC was led by a planning team convened by +Mark, which enabled significant Beacon events across Shropshire’s Hills and at the Cathedral, and many local prayer initiatives across our parishes - Pauline Mack and Charles Ruxton did much of the coordination (particularly in Salop). Learning from 2017 has already shaped provision of support for the return of this initiative in 2018.

n) LEMnAID, the weekly email information and resources letter produced by Richard Barrett, continues to grow and develop and has over 800 people receiving it. This year it has developed a new look and is now fortnightly and works in partnership with the diocesan Bulletin, each with slightly different emphases.

o) Charles Ruxton has continued in his role as the Diocesan Spirituality Adviser and the 0.2 paid role in Salop of Prayer Resourcer, with an additional 0.1 for his work with ‘Thy
Kingdom Come’. The **Spirituality Team** have continued to serve the churches of the diocese with ‘Journeys in Prayer’ and kept spirituality evangelism in focus. The Spirituality Team also encouraging Weeks of Guided Prayer. Charles has developed a new course for Spiritual Direction training and the foundation ‘Soul Food’ courses have been full. The good links with the Community of St Chad continue.

The group meeting under the heading **Discovering the Heart of God** incorporating different strands of spirituality from across the diocese has continued to meet and is a place of sharing and cross-fertilizing ideas.

**Healing Ministry Enablers** have been appointed for each Archdeaconry and are line-managed by the Director of Mission. There have been regular meetings with representatives of the different areas of holistic healing in the diocese and a conference on ‘Resilience in Ministry’ is planned in 2018.

The Director of Mission has continued to Chair the Diocesan Renewal Network and in addition to the monthly email publicising renewal services and events across the diocese it organised a Renewal Retreat in November which was well-received.

p) The **Reaching New Generations** team has now established with the roles:
   - 0-5s / Families Enabler
   - 5-11’s / Schools Enabler
   - Youth / Vocations Enabler.
   - Laura Edwards
   - Libby Leech
   - Jon White

q) They developed a new strategy document (REACH) which was presented at the Celebration and Commissioning service in September where +Michael commissioned them. They meet regularly for mutual support. The LABs training for 0-18 workers has been well supported and the recent development of materials on employment guidance by Libby and Laura are excellent.

r) David Cundill has continued to develop **Fresh Expressions** of church in the Diocese. Much of this builds on the positive results of the Church Army’s research (CARU) into our fresh expressions and increasing involvement in development of fresh expressions at national level. Work has included: ongoing support and training at parish, chapter and synods, vision days, pilot learning hubs, Guiding Team, developing the Pioneer community, a database of fresh expressions and their leaders (lay and ordained).

**Messy Churches** have been supported through pilot Messy Meetups, partnership with BRF and identification of new Regional Champions. Support of diocesan strategic mission projects which include pioneering and fresh expressions is ongoing.

s) The **Rural Mission** team have continued to meet and are planning two training days in 2018, one in Salop and the other in Stoke, in June looking at structures which help mission in rural churches.

The **Urban Estates group** has met several times and support each other in prayer. We developed a conference in October where +Philip North was the keynote speaker and +Michael was in attendance. We are developing closer links with the National Estates Network Group.

s) We have worked closely with the Finance Department to establish the new **Resourcing Parish Mission** group to replace the Growth Fund.
u) Working with David Primrose (Transforming Communities), **Funeral Champions** were developed in each Deanery and they met initially in March and then had a full day with Sandra Millar (National Head of Projects and Development) in September. The aim of this is to support and encourage good funeral practice across the diocese. We have also worked with Lindsey Hall in the development of Lichfield Diocese **Lay Funeral Celebrants** and met with the Finance Dept. We were unable to identity a diocesan funeral champion who might also have a national role.

**Objectives for 2018**

Encourage local parishes in evangelism, mission and growth through the provision of support, guidance and resources.

i. Continue to develop the **Mission Team**, with an effective pattern of meetings with those involved in mission to varying degrees needing different levels of support.

ii. **Church Consultancy**: continue to work with and support the 10 from 2014 and 2015 as Mission Companion and work with any other churches the bishops ask me to.

iii. Encourage all churches to produce **Mission Action Plans** and work with BSM to explore new patterns of supporting the MAP process.

iv. Encourage **Covenants** in all churches and ensure paperwork is correct and up to date where there is an OLM. There are 15 covenants needing renewal in the coming year.

v. Continue to develop **Frontline Discipleship**. Promote the ‘cascade’ process using the trainers and the new materials which LICC have developed with us. Deliver three Whole Life Discipleship Workshop days through the year to sustain wider interest. Promote LICC materials, especially since they relate closely to ‘Setting God’s People Free’.

vi. Develop **Young Adults** work with the Deputy Director of Mission exploring good practice and signposting effective resources.

vii. Arrange for the collection, collation and review of **Statistics for Mission**.

viii. Continue to resource **local mission initiatives**, **wider church initiatives** (V Fest, Stafford Show and Shrewsbury Flower Show), and **Mystery Worshippers**.

ix. Establish the **Community of Evangelists** in order to support, encourage and train evangelists in the diocese. Explore ways to work with our Methodist partners and our World Mission links.

x. Coordinate the use of outside **consultants** for churches.

xi. Develop **conferences and training** to equip the churches as needs arise. Establish Consultation gatherings for **Midi churches** starting with one in March on ‘pastoral care’.

xii. Support the **Thy Kingdom Come** diocesan initiatives.

xiii. Continue to develop **LEMnAID** in partnership with the Bulletin as a regular email with resources, top tips, and mission events.

xiv. Support the **Spirituality Team** in their work, particularly in strengthening the training and support for **Spiritual Companionship** in the Diocese and developing ‘spirituality evangelism’. Encourage the different strands of spirituality to complement each other under the heading of **Discovering the Heart of God**. Support and establish the **Come follow Christ in the footsteps of St Chad**
Healing Ministry Enablers in each Archdeaconry and coordinate meetings with representatives of the different strands of ‘holistic healing’ in the diocese.

xv. Support the Reaching New Generation 0-18 Team as they continue to roll out the new strategy.

xvi. Encourage Fresh Expressions of church both through Pioneers and through local churches. Support Messy Church and Pioneer Ministers.

xvii. Continue to develop the work on Rural Mission and establish the group looking at evangelism on Urban estates.


xix. Continue to support and encourage good practice in Funeral Ministry.

xx. Promote HOPE18 throughout the diocese.

World Mission

Purpose
1) To enable the Diocese of Lichfield to fulfil our Lord’s calling to play a full part in the global partnership of God’s people in God’s mission, under the guidance of the Holy Spirit.

2) To advise the Bishop on policy involving world mission, the worldwide church and companionship issues.

3) To play a key role in maintaining and developing the Covenant Relationships between the Diocese of Lichfield with Qu’Appelle (Canada), West Malaysia, Singapore, Kuching and Sabah (South East Asia), the Nordkirche (Northern Germany) and Matlosane (South Africa).

4) To promote, direct and extend the St Chad’s Volunteer Programme.

5) To raise awareness and encourage participation in the new context of mission which celebrates ‘the world that has come here’ alongside establishing deeper ecumenical partnerships.

6) Through the richness and diversity of the wider Anglican Communion to provide opportunities to learn from one another and to stand in solidarity with the persecuted church.

7) To experience the way in which global partnerships resource local mission.

Structure and management

Director of World Mission: Philip Swan,
(0.5 since 01/10/2014; with 0.5 Interim Minister in Stafford Episcopal Area from Jan 2018)

Accountable to: George Fisher as Director of Mission

Supported by: St Chad’s Volunteer Programme Trustees and Working Groups

Responsible for: Susanna Somerville; Part time Administrative Support (7 hrs per week)
Michael Carding; St Chad’s Volunteer Coordinator (unpaid)
Rose Westwood; accredited World Mission Minister (unpaid)
Achievements and Performance

a) **Bishop Michael’s visits to all of our Companion Dioceses:** visits took place in 2017 to the Nordkirche (February), Qu’Appelle (August), S E Asia (October) and Matlosane (scheduled for February 2018). Selected and representative teams have accompanied him to SE Asia and Matlosane. The presence of Bishop Michael in Singapore at the time of the October Diocesan Synod will give an opportunity to link up digitally and to raise the profile of World Mission.

b) **Raising Profile of World Mission:** The Presidential Address from Diocesan Synod on 21 October was given by Bishop Michael from Singapore and additional footage was shown from the Mission Roundtable Conference which he had attended. A live link was set up which enabled a Q&A session to take place. The work of the St Chad’s Volunteer Programme was also profiled through interviews with Volunteers and Receiving Incumbents.

c) **Renew our link with Sabah:** Bishop Michael and accompanying team were made very welcome in Sabah and a Partnership Agreement was signed for the period leading up to 14 July 2018 when it will be signed for a further five years. Bishop Michael preached at the Confirmation Service at All Saints Cathedral in Kota Kinabalu (link for video).

d) **Hosting a high profile event in the summer of 2018 with our S.E.Asia Companion Dioceses:** focussing on Intentional Discipleship, at which the partnership Agreements are to be signed for a further five years (see under Discipleship).

e) **The Diocesan Prayer Diary:** The Prayermate App is being used by more people to access the Prayer Diary. The pattern of prayer now includes the leadership within churches and our ecumenical partners as well as the world-wide Anglican Communion, our Companion Links, parishes within the Diocese as well as community concerns.

f) **Making meaningful links with ‘the world that has come here’**. The 50% Stoke North Deanery post of Cross Cultural Mission Enabler provided a particular opportunity to develop this. As well as actively engaging with Sanctus, the drop in centre for Asylum Seekers in Stoke, I have been involved with establishing the monthly act of cross cultural worship ‘Sanctus on Saturday’ as well as the weekly bible studies for the growing Farsi speaking members of St Mark’s . Important insights into evangelism and ministry have been gained through contact with black led churches such as the Redeemed Christian Church of God and the Eritrean Orthodox Church.

g) **The Community of Saint Chad (CSC)** now has over 8,000 booklets in circulation and has been given fresh impetus following the introduction of ‘Come Follow Christ in the Footsteps of Saint Chad’. A highlight was the Annual Pilgrimage which was made to Lastingham and included visits to Rievaulx Abbey and Ampleforth Abbey. CSC contributed to the ‘First Steps’ event in May and the importance of CSC as an expression of New Monasticism was evident in the annual Quiet day led by Mark Berry.
h) **St Chad’s Volunteer Programme:** Michael Carding, the Volunteer Coordinator, in his SCVP Christmas Newsletter, began by saying ‘On 31st January 2017 we had no volunteers in situ, neither in Lichfield nor overseas; by 31st January 2018, God willing, we will have seven. So we have been busy!’ This is exciting and encouraging but it also raises questions about our overall capacity to deal with an increasing number of Volunteers. We are also aware of the extent to which the Programme offers opportunities to explore and discern vocation (see under Vocation)

i) **Lent Project 2017:** support was given to USPG to resource their work with Refugees in Greece. This has coincided with an additional focus on our links with USPG which has seen the Revd Carlton Turner become Bishop Michael’s representative on their Council.

j) **Insights into Evangelism:** a team from Lichfield were able to witness at first hand evangelism amongst the indigenous ‘Orang Asli’ peoples of West Malaysia. They also saw how Christians in South East Asia are forbidden from evangelizing and face increasing hostility and persecution for practicing their faith. This led to a renewed commitment to sharing the Gospel and finding appropriate ways of doing so in our local contexts.

**Future Plans**

i. **Discipleship:** Continue working towards *Intentional Discipleship 2018; East Meets West* in partnership with the four Dioceses of the Province of South East Asia. To draw on insights from our visiting delegates to deepen our own understanding and practice of discipleship.

ii. **Discipleship:** On Saturday 14 July Archbishop Moon Hing from West Malaysia will lead a day on ‘Advanced Intentional Discipleship’. He is a leading global expert on this theme and he chairs the coordinating group which has adopted ‘Intentional Discipleship and Disciple Making’ as a ten-year focus for the Anglican Communion.

iii. **Vocation:** to raise awareness amongst all who are concerned with discerning vocation, of the particular benefits of placements within our Companion Dioceses and to identify appropriate placements accordingly. A St Chad’s Volunteer from this Diocese chose to have a career break and to use it as a way of reviewing her life and calling. She describes how the time away is giving her time to work through difficult emotions and to discern God’s way for her.

iv. **Vocation:** to use the visit (January-March) by an experienced teacher, John Edlin, from St Matthew’s, Walsall, to take forwards openings for young adults to go to Batam, Indonesia and Sabah through the St Chad’s Volunteer Programme.

v. **Vocation:** to provide openings for Lichfield Curates to do their newly required second year cross cultural placements within our Companion Dioceses.

vi. **Evangelism:** To provide opportunities for people to experience their faith in different cultural contexts and to be inspired and encouraged by many in our partner Dioceses who are committed to evangelism.
vii. **Renewal of Partnership Agreements** for further five years with SE Asia on 14 July and to make plans to do so with our other links in a phased way over the next few years.

viii. **Establish Working Groups** for each of our four sets of links. The Nordkirche Working Group has already been established under the direction of Terry Bloor.

ix. To assess the implications of changing from my Cross Cultural role which naturally dovetailed in with the World mission brief, to this new **Interim Ministry** role.

x. **In the Footsteps of Saint Chad**: for the Community of Saint Chad to assist in implementing our vision for the Diocese, particularly in deepening discipleship, encouraging prayer and building up community
## World Mission Exchange Activity 2017

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Ministry Department

Vocations and Training
The Vocations & Training Team works to equip all people for their vocational journey, whether that is as part of the formal ministry and service of the church, in their workplace, community or elsewhere.

Our report on the work we have undertaken this year, along with our aims and objectives for the coming year, is organised under five headings using our ‘encourage’ logo: engagement, movement, nourishment, improvement, amazement.

Encourage ... Engagement

Vocation is for all and we have worked hard this year to engage with those who don’t necessarily think that church events, or vocation, are for them.

The Encourage Festival in July was our main event and was the first day event of its kind seeking to celebrate and explore vocation in the widest sense of the word. The festival prompted national media interest and we are looking forward to building on the momentum with the second festival in July 2018.

Engagement with the Diocese has happened in a number of ways, not least through the Next Steps event on 20th May where a significant number of people at the event heard stories and discussion about vocation. The team continue to visit Deanery synods and chapters as well as preaching and speaking at parishes to encourage engagement with vocational culture.

Encourage ... Movement

Vocations and Training Team
As a team we don’t want to stand still! Vocation work has a momentum to it that we seek to encourage in ourselves and in others.

This year we have welcomed Rev Mark Davys as part-time Assistant Director of Ordinands. This non-stipendiary role is an exciting appointment which models a different way of envisioning non-stipendiary ministry. We have also been very grateful to Revs Debra Dyson and Carl Rudd who have joined as Vocations Officers. We look forward to the arrival of two new Bishop’s Directors of Ordinands in February. The rest of the team has remained constant during 2017:

Lindsey Hall  Director of Vocations
Pauline Shelton  Acting DDO
**Growing Vocations**

There is constant movement with those exploring vocation and currently, the team are supporting:

- 123 exploring vocation through the Pathways to Ministry course, seeing Vocations Advisors or DDOs
- 60 ministers training for lay and ordained ministries

During 2017 22 people were ordained and 30 licensed or authorised as lay ministers. These numbers represent both a great deal of work and really encouraging signs of significant numbers of people responding to God’s call. Discerning and supporting vocation is the work of the whole diocese. It starts in parishes and is done by a huge team of Vocations Advisors, mentors and advisors for potential ordinands, placement supervisors, and others.

**Encourage ... Nourishment**

One of the main focuses of our work is the training and education which seeks to enrich and nourish students to equip them for lives of discipleship and ministry.

The range of courses and resources we offer are accessed in different ways by a range of people. Here are two people we are currently working with:
We continue to work to improve all our areas of responsibility in order to serve the parishes, fresh expressions, chaplaincies and schools of the diocese to the best of our ability.

Lichfield is in the forefront of creative implementation of the new national system of funding ordination training. Our unique approach offers each ordinand the training which best enables them to flourish, regardless of age, gender or church tradition, with an appeals process in case of problems. Launched in 2017, it has proved robust and satisfactory, and was unrolled across the diocese in such a way that it has met with understanding and agreement in principle as being fair and acceptable to all traditions.

Mark’s Gospel repeatedly tells us that those who witnessed Jesus’ ministry were amazed. The Gospel at work is amazing, as is seeing God at work in the lives of those we support through...
training and vocational exploration. Vocation is God doing extraordinary things with ordinary people and it is a privilege to be part of that.

**Ordained Ministry**

Within the new structure agreed by Bishop Michael in March 2017 superseding the temporary, one year structure for Vocations and Ministry, agreed by the Bishops in January 2016;

The Ministry team consists of;

- **Lesley Bentley**  
  Bishop’s Director for Ministry Development, dropping to 0.6 from November 1st, 2017

- **Maureen Hobbs**  
  0.5 Ministry Development Adviser

- **Paula Smith**  
  0.4 Ministry Development Adviser, rising to 0.5 from November 1st, 2017

- **(to be advertised)**  
  0.2 Ministry Development Adviser

- **Jane Tillier**  
  0.8 Bishop’s Adviser for Pastoral Care and Wellbeing, member of the team but with direct line management relationship with the Diocesan Bishop

- **Pamela Ogilvie**  
  0.2 SSM Curate Ministry Officer from November 13, 2017

- **Jodie Galley**  
  0.7, PA to Director of Ministry

- **Jane Instone**  
  0.6, Ministry Development Review Administrator

**Aims and Objectives For 2017**

– *progress made during 2017 is in italics*

At the start of 2017, with another restructuring in view it was difficult to list aims and objectives for the coming year. Relevant areas of work derived from the present working of the team were:

1. Joint planning for IME, including new possibilities of contextual training – *IME phase 1 of contextual training was planned by the DDO team, working with the Queens Foundation.*

2. Conversion of IME phase II accredited programme to Common Awards – *this has taken place, in partnership with the Queens Foundation. Curates ordained in 2017 have been admitted to the new programme which is shadowing the new curate apprenticeship scheme.*

3. Addition of a new developmental event for clergy to follow on from the leadership programme – *Part 2 of the leadership programme, Developing Missional Imagination was successfully launched this year with regional partners. This is addition to other training and development offered to clergy who have moved beyond curacy, through multi-day developmental conferences based on stages in ministry, (new to incumbency, mid-ministry, late ministry, retirement) and general development in ministry (leadership*
programme, change, power, conflict, coaching skills). Maureen has taken over responsibility for planning and recruitment in this area of work. All clergy new to Incumbency are invited to the First Incumbents course and, 2 years later, to the Leadership programme. Incumbents new to the diocese are also invited to the latter. This is in addition to the training offered within the Thrive Communities – see below.

iv. Exploration of enhancement of support for interim ministers. This has not taken place.

v. Building of capacity in the areas of coaching and conflict resolution. This has taken place with Maureen, Paula and Lesley being trained to use the Growing Bridgebuilders material. Paula has undertaken further training in coaching / transforming conversations including ‘train the trainer’ for Effective Conversations. Working with JaneTillier, Paula organised and delivered 1 day Effective Conversations workshop. A Refresher day has been organised and held for those who have completed the 4 day Transforming Conversations training to build on existing skills and facilitate networking. As a result it was agreed to repeat this annually.

vi. Further exploration of work in the area of collaborative working and well-being. The Bishop’s Adviser for Pastoral Care and Wellbeing has successfully launched multi-day training in ‘dealing with difficult people’, facilitated by Ministry Department. Working in co-operation with the Methodist church we have offered training days this year on time wisdom and chairing meetings.

vii. A policy for transfer of SSM assistant clergy (who have successfully completed IME phase II as assistant status clergy) to incumbent status has been agreed with the Diocesan Bishop in his staff meeting.

viii. Thrive groups were commissioned by their Bishops in the Shrewsbury and Stafford Area, promoting the ministry of clergy and laity in 9 multi-parish benefices. The Wolverhampton Thrive group continues, pioneering urban Thrive groups through the CPAS scheme.

ix. The ‘new to multi-parish benefice course was launched successfully with regional colleagues in January 2017.

Objectives for 2018
During 2018 the ministry will work within the new Direction of Travel for the diocese to:

i. appoint a new Ministry Development Adviser with responsibility for those new to incumbery and post-licensing training for Readers and LLMs.

ii. launch curacy as apprenticeship, in partnership with the Queens Foundation. This has been shadowed from September 2017. Final adjustments to the diocesan scheme await detailed government approval of the interdenominational scheme. Adopting the apprenticeship scheme, which is in all respects similar to our existing training, will enable the diocese to recoup some, at least, of the apprenticeship levy paid by the diocese to government.

iii. organise the priesting services and the pre-ordination retreat for the first time in 2018, having taken over the role from the Vocations Team.
iv. enhance training and development for those new to incumbency and those new to Reader ministry (integrating learning and skills from Effective Conversations)
v. develop network offering coaching style conversations as a resource for clergy, drawing on resources both within the Diocese and in the wider Community of Practice.
vi. following establishment of the Diocesan Direction of Travel, a review of the MDR scheme will be undertaken, led by The Rev’d Richard Reeve.
vii. develop further opportunities for mentoring and coaching among the clergy
viii. organise the Lichfield Bishops’ Clergy Conference for expected 300+ clergy.
ix. Implement new policy for transfer of curates from SSM assistant status to incumbent status.
x. develop a new Thrive community (training and development opportunity for clergy and laity in multi-parish benefices) for the Shrewsbury episcopal area.
xi. enhance training and development for SSM clergy in IME phase II through the work of the specialist SSM curacy ministry officer.
xii. continue to offer a wide range of training and development opportunities within the diocese and in co-operation with our regional colleagues and continue to administer and facilitate the diocesan MDR scheme.
xiii. facilitate the Selwyn lecture once again after a gap of some years.

Lesley Bentley, Ministry Department

Pastoral Care and Wellbeing

Purpose

1) To respond to individuals (clergy, licensed lay ministers, LDBF employees and – by special arrangement on particular occasions – others, including ordinands and paid workers in parishes) who ring or email looking for support or advice about either their own situation or about pastoral situations that they are dealing with, impacting all areas of discipleship and vocation and capacity for evangelism

2) To work with, meet with and support the counsellors who serve the diocese in their discipleship and vocations through the Counselling Support Network (Listening Ear), processing their payment claims, answering queries as necessary and looking to recruit new (appropriately experienced, situated and called) people to replace those who are retiring

3) To visit (by request) parishes or deanery groups to meet with and support pastoral visiting teams and/or people caught up in particular pastoral challenges

4) To promote wellbeing - and the appropriate taking of responsibility for self-care as part of ongoing discipleship - across the diocese (among clergy and laity)

5) To work with the Safeguarding Team in the area of Domestic Violence and Abuse and other pastoral challenges as necessary
Objectives for 2017

i. Prayerfully to listen to and to respond to clergy and lay folk from across the diocese as we work with Bishop Michael seeking the will of God in ways that will help all to flourish in ministry and service.

ii. To continue to develop the ‘Working with Difficult People’ workshops with Sally-Anne Bubbers (Listening Ear counsellor and trainer), piloted in 2016.

iii. To continue with the ongoing responsibilities within my role as Bishop’s Adviser for Pastoral Care and Wellbeing, including:
   a. Organising and overseeing two meetings annually for the Listening Ear counsellors and being available to support them and answer queries relating to their work for the Diocese
   b. Processing and recording claims for payment from the counsellors

iv. To engage with new national initiatives around clergy wellbeing, eg the national church research project (led by Liz Graveling) which is about to be launched and the Sheldon Hub online support resource (Doing Healthy Ministry Together) currently being developed by the Society of Mary and Martha. (In this area it feels as if the Diocese of Lichfield has once again been a bit ahead of the curve in investing in promoting wellbeing in the face of a church situation where fewer people are often being asked to take on more and more responsibilities.)

v. To explore the establishment of one-to-one and group pastoral supervision (for clergy in the first instance) to target and increase levels of support in difficult situations (before there is a crisis) and to encourage critical self-reflection.

vi. To continue to establish more efficient and effective ways of communicating with those new to the diocese, making sure that all clergy (and their families) and other licensed ministers are aware of the support that can be accessed.

Achievements and Performance

a) Much of the time and effort involved in this role is necessarily taken up with responding to emails and phone calls and visits from individuals looking for support of various kinds. Most of these lead to one or more meetings in person with me and/or with professional counsellors from our diocesan counselling support network, Listening Ear. This work is necessarily confidential and largely hidden. In terms of bare statistics, 42 individuals saw Listening Ear counsellors for a total of 236 hours and a further 40 people consulted me regularly for varying degrees of time and with varying frequency, as well as other individual, one-off conversations and encounters.

b) My role in managing and overseeing the Listening Ear Network of counsellors includes processing their claims for payment, maintaining records and organising/hosting meetings of the Network each year. Much of the meeting time in 2017 has been taken up with reflection on appropriate provision of supervision opportunities, in conjunction with work being done nationally by the Association for Pastoral Supervision and Education (APSE).
c) Visits to Deanery Chapter and Deanery Synod meetings were less frequent in 2017 than in previous years. This is something that will be given renewed attention in 2018. I was invited to contribute to a number of groups in the Diocese over the year and to lead and preach at services in a number of parishes, including helping to lead the Clergy Souses’ Retreat, leading a couple of Quiet Days and preaching at the ordination of priests in the Stafford Episcopal Area.

d) I continued to work over the last year with one of the Listening Ear counsellors (Sally-Anne Bubbers) to develop the workshop on the subject of ‘Working with difficult people’. This was piloted towards the end of 2016 and was further rolled out and developed in 2017. The sessions have been described as, among other things, ‘richly informative and engaging’.

e) Having stepped down from my three-year term serving as an elected Participant Observer in the House of Bishops in November 2016, I then resigned from my six-year role as Diocesan Adviser for Women in Ministry in July 2017. Some things from these roles continued through 2017, including being invited to act as an assessor of candidates for the national C of E Strategic Leadership Development Programme. This experience provides valuable opportunities for reflecting on the wellbeing and development of clergy and others in a wider context.

f) With the arrival of Neil Spiring as Diocesan Safeguarding Adviser my responsibilities within the Diocesan Team were reduced. Kim Hodgkins from the Safeguarding Team attended a meeting of the Listening Ear counsellors in order to help them reflect on the impact of current good practice in this hugely important area.

g) My work in the diocese has continued to be enriched through my participation in the regional meetings of diocesan Advisers in Pastoral Care. I am also now well in to my second year of a five-year part-time training in Psychotherapy (one weekend a month in London). Such training was suggested to me in my interview for the post and it has enriched my ministry in the diocese and the work in this role beyond measure. And as I begin to be able to offer more formal slots of counselling/psychotherapy in my working hours (as opposed to the more general supportive one to one work that already exists and will continue) it will save money from the counselling budget as I am effectively ‘free’ compared with the other people in the Network. My predecessor saw people in this way. And, it is recognised, some people will always need the anonymity provided by the more formal, confidential self-referral system to someone not intimately involved in the diocese. I am aware that there is more work that I could have done in relating to national agendas around wellbeing – I intend to give this more attention in 2018.

Objectives for 2018

i. To continue with the ongoing responsibilities within my role as Bishop’s Adviser for Pastoral Care and Wellbeing, set within a framework of attention to broad issues of discipleship, vocation and evangelism, working towards a culture of healthy maturity in Christ in the service of the Church and diocese and of the wider community
ii. To increase the number of regular meetings for the group of Listening Ear counsellors (as requested by them) to 4 times a year (including, this year, a visit to one of them by Bishop Michael) and to recruit two or three new experienced counsellors to replace those who have retired after twenty years of service to the diocese

iii. To develop a widely available Pastoral Supervision scheme (based on the pilot that is currently running) to allow for a further movement towards ‘prevention rather than cure’

iv. To liaise with Bishop Michael, the Diocesan Officers’ team and others about how to shape my work in relation to the ‘Next Steps’ in the ‘Come Follow Christ’ responses across the diocese, especially in the light of what emerges from the meeting at Tillington Hall on 3rd February 2018

v. To initiate another round of visits to Deanery Chapters and Deanery Synods

vi. To continue with the ‘Working with Difficult People’ training initiative

vii. To pilot a workshop on ‘building resilience in a new role’ and to work with others within and beyond the Diocese (including with St Luke’s Healthcare) in promoting awareness of resilient and appropriate self-care patterns

viii. To offer opportunities for one-to-one sessions for those who wish at the Diocesan Clergy Conference at Swanwick in April

ix. To connect more with national initiatives around wellbeing and resilience

x. To complete year two of my training in the Diploma/MSc in Psychotherapy and continue into year three

Revd Dr Jane Tillier Bishop’s Adviser for Pastoral Care and Wellbeing (0.8)
Transforming Communities

Purpose
The Transforming Communities Department has been supporting churches as they engage with their local communities, that in obedience to God, they might discern the movement of God’s Spirit in the world and express the love of Christ. Specifically, it has aimed to:

1) support churches as they engage with their local communities,
2) engage with statutory services and with the voluntary sector promoting the role of the church.
3) advise senior staff on matters of social justice and care.
4) network with national colleagues.

Structure and modus operandi
Transforming Communities is a small department, with the Director (David Primrose) supported by a part-time Executive Assistant (Ruth Brooker). It has relied upon an extensive network of formal and informal relationships through which to address its responsibilities.

- The Diocesan Environmental Officer (John Polhill) serves in a voluntary capacity.
- The Diocesan Officer for Mission in the Economy (Bill Mash) works primarily as team leader for the Black Country Urban Industrial Mission.
- In Shrewsbury Episcopal Area, our part-time Dementia-Friendly Church Officer (Sarah Thorpe) has been supported through Addition for Mission funding, working for Transforming Communities Together alongside colleagues in Staffordshire & Stoke (Edward Smith then Mike Bridgewater) and in the Black Country (Joy Dale).
- Our part-time ‘For Richer, for Poorer’ Church Partnerships worker (Ruth Clay) received Mission Development funding, this four-year post terminating in August 2017.
- Transforming Communities Together, our Joint Venture with the Church Urban Fund, receives external funding to employ a Near Neighbours Coordinator (Ruth Burgess) and a Transforming Communities Together Development Worker (James Henderson). Grant funding enables TCT to employ a co-ordinator (Evelyn Williams) for the Wolverhampton Poverty Truth Commission. Our Places of Welcome Enabler (Helen Titterton) is funded to serve across Staffordshire and Stoke, whilst her colleague, (Sue Ball) is employed by Thrive and serves Birmingham and the Black Country.
- The Department links with the Finance Department through the Parish Projects Support Officer (Fiona North) who has worked out of the same office.

The Director convenes the interdepartmental Diocesan Environmental Advisory Group. He chairs Transforming Communities Together, the joint venture between CUF and the diocese. He remains Diocesan Interfaith Officer. The Director chairs the Social Responsibility Network, authoring Visible Discipleship, and has been involved in the Saltley Trust’s research, Christians in Practice. He is a director of Church Action on Poverty and of Street Associations. He has been part of diocesan Peer Reviews. He is the communities’ lead on the Prime Minister’s
Dementi

The Department has worked through the network of churches throughout the diocese committed to be part of the transformation of their communities. The key outcomes are thus delivered through local Christians, whose ministry the Department has sought to honour and support in several different ways as illustrated below. The Director’s informal role in supporting prison chaplains has been taken on by the diocese’s managing chaplain (Sarah Morris). Likewise having delivered another Mental Health bible study course in Colwich and the Enabling Church course in Shrewsbury, leadership in addressing issues of disability now rests with the Diocesan Enabling Church Adviser (Zoe Heming). The office sends out Justice Mail, with the Director, at the end of the year, becoming diocesan list manager. With colleagues from Mission (George Fisher) and from Vocations and Training (Lindsey Hall), ministry around funerals has been developing, with a particular focus on death-confident congregations and lay funeral celebrants.

The Department celebrates the Christ-like mission and ministry of churches throughout the diocese engaged in faithfully serving their local communities. The Department continues to adopt an asset-based approach, helping parishes stretch beyond their current achievements. It is in embracing difference, and being open to shared vulnerability, that the power of God can be transformative. This is embedded in the local community, whilst being aware of the intergenerational and global perspectives. It recognises the changes which occur during transitional phases of life, expressing afresh the hope that is within us.

During the year, the Department’s main themes changed from:

- Caring for God’s Creation
- Sharing in Ministry with Older People
- Enabling People to Live Well with Disabilities
- Tackling Poverty and the Causes of Poverty

to:

- Environment
- Poverty and
- Asylum-Seekers, Refugees and Migrant Workers

In conjunction with the Bishop’s Lent Appeal, the department arranged for the production of Thirteen Stories of Welcome, (compiled by Charlotte Swan and Daniel Njuguna) narrating links between local churches and projects working with asylum-seekers and refugees. We facilitated the diocesan Children’s Society ‘Hat-te-bah’ Conference on Young Refugees, along with the Mothers Union and Home for Good.

With support from the diocesan Communications Department (Simon Jones), we produced seven videos about death, dying and funerals, with themes such as organ donation.
During 2017, the capacity to address the theme of poverty has been enhanced by the development of Transforming Communities Together (TCT). Through TCT, we have been enabled to engage further with the themes of asylum-seekers & refugees & migrant-workers, and homelessness.

In addressing these objectives, the Department has sought to ensure that its ministry expresses the core values of being inclusive, missional, relational and sustainable. We see the triune God transforming church and community across the Diocese. The Father values all that gives life. The Son seeks companions with whom to share in ministry. The Spirit releases potential in every situation.

**Activities**
The work of transforming communities has been based in churches across the Diocese. The following examples provide the perspective of colleagues working to support local ministry.

**Mothers’ Union**

**Sue Egerton**: During 2017 we launched a new initiative, providing a bag of goodies for teenage mums and their babies, (MUM BAGS) we are working closely with the health care specialists, midwives and doctors so that we can access those who need our support. Lichfield Diocese has some of the areas of the highest cases of teenage pregnancy in the country - MU’s tag line is ‘Christian care for families’ and we all know that families come in all shapes and sizes and it’s all our jobs as Christians to care for everyone.

We are also working on an initiative launched by Central Mothers’ Union called MULOA - Mothers’ Union Listens Observes Acts. The aim of this is to find out what is happening in parishes all over this country (and abroad); we will be asking a percentage of our branches here in Lichfield Diocese what they do to support their local community, how and where they do it and what results they have seen. Transforming Communities Together has offered to work alongside us on this. The information we gather, along with TCT’s knowledge of parishes who do not have Mothers’ Union, will enable us to put together a profile of the work in the diocese that we hope to be able to share with lay and clergy alike.

**Mission in the Economy**

**Bill Mash**: Chaplaincy, in its many aspects, is a growth area of the Church’s life. The lay and ordained people in chaplaincy roles enable the church to have an extensive social reach and engagement with civil society. Once thought of as marginal to the mission and ministry of the church, it is encouraging that it has been recognised as one of the Diocesan Mission Projects. In pursuit of this, the Black Country Urban Industrial Mission (BCUIM), with its aim of “Connecting Church and the Economy”, aims to resource the mission of local churches by selecting, training, introducing, connecting and supporting volunteer chaplains to visit workplaces in their areas. An increasing number of chaplains, from a wide range of churches, are associated with us. The ministry of chaplains affirms God’s interest in, and sovereignty over, the whole of life. So we encourage Christians to see their Monday–Saturday lives as
integral to their Christian discipleship, and welcome the General Synod Report “Setting God’s People Free” (GS2056), which was presented to Diocesan Synod during the year. Many people’s lives are limited by debt, and a team member continues to provide budget training for church groups to share with those who need that help.

Interfaith
During 2017, David Primrose has served as Diocesan Interfaith Officer, Andy Smith as the Bishop of Shrewsbury’s Interfaith Adviser, Allan Townsend as Bishop of Stafford’s Interfaith Advisor, and Ray Gaston as Wolverhampton Episcopal Area’s Interfaith Enabler and as Adviser to the Bishops of Wolverhampton and Lichfield. Andrew Wickens is working with other faith communities and the City Council in Stoke-on-Trent. Details of Interfaith work in the Wolverhampton Episcopal Area follow.

Ray Gaston: ‘My focus has been on developing Christian discipleship in a multi-faith world and encouraging new forms of interfaith engagement particularly amongst children and young people. We are all called to be involved in the multi-faith reality of our contemporary world. My role is not to be ‘the specialist’ but rather as my title suggests encouraging all Christians to engage positively and with theological integrity our consciously multi-faith world.’ To this end the last year has seen Ray involved in working with others on several projects. Firstly, the Christian Muslim Partnership initiative launched in March 2017 - a few Churches and Mosques have entered into twinning arrangements. Christians from Evangelical, Anglo Catholic and Liberal traditions have all become involved. Secondly, piloting a three-day training course on inter faith engagement for Christians. The three days focus on different aspects of interfaith engagement for Christians.

- Approaching explores our theological underpinning and our personal experience – how does this influence our engagement.
- Engaging offers opportunities for dialogue and encounter with other faiths traditions.
- Reflecting focusses upon how our experience of inter faith encounter impacts upon our own Christian self-understanding.

The highlight of the year has been the work he has been doing with primary schools. ‘I was asked by Interfaith Wolverhampton to take over the organising of their annual Prayers for Peace service. We moved the event to interfaith week, changed the venue and worked with three faith schools Christian, Muslim and Sikh. The children were involved in dialogue workshops in the autumn term and together presented their work at the renamed ‘Peace for All’ event at Molineux Stadium in Inter faith week where they outlined their visions for the city in 2020.’ I have also been involved in developing ‘The Bishop and the Imam’ assemblies with Bishop Clive and Imam Rashid Raja for local schools that featured in the Express and Star with a positive Editorial comment. This has caught the imagination of Primary Schools in the area with assemblies booked in until the end of the summer term 2018.
Diocesan Environmental Advisory Group
The Diocesan Environmental Advisory Group brings the Diocesan Environmental Officer (John Polhill) together with representatives from DAC (Kristina Williamson), Finance Department (Fiona North), parish ministry (Richard Clarkson) and Transforming Communities (David Primrose).

In the previous year, we had experimented with ways to monitor and analyse church heating systems and established that recording air temperature would be sufficient to assess the effectiveness of the system and make recommendations for approval where appropriate. The offer was taken up by 70 churches leading to an intensive programme of distributing logging equipment (and getting it back!), extracting the data, and preparing reports. Winter held out long enough to complete the observations. There were a number of recurring themes in the reports, most commonly that the effectiveness of the existing systems could be improved by the use of better controls and/or relatively low cost adaptations. Inspired by this work, there has been a study of the heating in Lambeth Palace and now funding is being sought to consolidate this into a national programme with a number of diocese-level projects.

Clergy in training are often advised to avoid churches with large churchyards, and yet these often have the potential to be a means of connecting with members of the local community beyond the regular church members. The Diocese Churchyard Award Scheme, approaching its 25th year, is a very clear way to recognise the astonishing degree of care and commitment among people who look after churchyards and gardens across the diocese. We have been building on this by offering day events called “Love your churchyard” in four different locations and offering part-funded preparation of Churchyard Management Plans by the national charity Caring for God’s Acre. The plans help churches establish defined zones with specific management regimes, and to engage District Councils and members of the local community with the maintenance work in a planned way. In 2018 we plan to offer training in the preparation of Management Plans so that churches can also do this work themselves.

During 2016, Leeds Diocese initiated a scheme for offering parishes energy supply from renewable sources (“Green Energy”) using a firm of energy consultants to get supply quotations for individual parishes with a bulk purchase discount. The quotations were financially attractive and the churches that decided to accept them made significant financial savings on the cost of energy. This is also a way to help meet the C of E national commitment to CO2 reduction. Three other dioceses adopted this programme in early 2017 and the scheme is being trialled in Lichfield Archdeaconry.

For Richer, for Poorer – transformative church partnerships
David Primrose: Over the last four years, our Church Partnership Officer (Ruth Clay) has encouraged churches ministering in differing contexts within the diocese, to enter into partnerships of mutual respect and learning. Our project began as part of Church Action on Poverty’s Close the Gap campaign and connected with other projects across the country adopting similar approaches. Contact was made with every deanery, with 34 parishes being
actively engaged, and a further 27 showing an interest. The following principles have underpinned this ministry

- Humble mutuality
- Valuing all types of churches
- Informal structure
- Giving time to explore
- ‘Better together’
- Reflective journeying

Participating parishes are now responsible for taking forward their partnerships in whatever format suits them best.

**Transforming Communities Together (TCT)**

**David Primrose:** TCT is a Joint Venture with the Church Urban Fund seeking to encourage and support the ministry of churches and local organisations in communities who are vulnerable to or experiencing aspects of poverty. Its core development work is funded directly by the Church Urban Fund on a reducing scale, with all other streams of work receiving independent funding. In the last three years, it has also enabled 27 groups to access Together Grants totalling £89,800.

During 2017, we expanded our team, using external funding and partnerships to include one Places of Welcome worker for the Black Country and one for Staffordshire and Stoke. We have also sourced funding, in partnership with Love Black Country, to have a dedicated Families Champions Coordinator, working with 17 churches across the Black Country four national/local charities who all support families and want to work with churches. This may form a future national model. During 2017, TCT has continued to support End Hunger Stafford, in conjunction with the local MP.

**Development Work**

**James Henderson:** Over the last year, our work has continued to grow. The development work links together areas of common concern with churches, communities, and organisations in the voluntary and statutory sector. Out of these links, distinct projects emerge for which we seek dedicated funding. We adopt an asset-based approach, working with those impacted by challenges such as mental health, homelessness, modern day slavery, food poverty and asylum.

Homelessness sadly continues to grow across the Black Country and beyond, so we partnered with Housing Justice to run a large Black Country wide conference, bringing together churches of all denominations, other faith groups, secular charities and councils to explore solutions and ways of working together better. The keynote speaker was the newly elected West Midlands Mayor, Andy Street. This has since led to a strengthening of existing relationships and new relationships with partners like Homeless Link and the YMCA. Churches have been very involved in the extended Walsall and Wolverhampton Night Shelters, as well as being part of...
an online prayer group coordinated by TCT. TCT is also coordinating early work in Walsall to bring together people from different faiths and cultures who are supporting the homeless.

Homelessness overlaps with our work on Modern Slavery, which has grown throughout 2017. We are now Deputy Chair of the multi-disciplinary Wolverhampton Anti-Slavery Partnership. We have also been working closely with the new Church of England Modern Slavery body The Clewer Initiative, helping them look at community-based approaches. We are building links with colleagues in Derby and Southwell & Nottingham Dioceses to share good practice.

**Black Country Near Neighbours**

**Ruth Burgess:** Near Neighbours has given over 30 Small Grants to projects in the Black Country this year including many first time applications. In line with our particular areas of focus we also had a high percentage of projects aiming to work with vulnerable women and new communities. Around 50 people came together in April to celebrate the positive difference Near Neighbours is making in the Black Country. A range of local projects were asked to share the work they had done funded by Near Neighbours at the event at Bilston People’s Centre. Friendship and a greater understanding was the common theme of the day. Haroon Ravat from Walsall Council shared how working with local faith groups and Near Neighbours has improved the provision for the homeless in Walsall. “It is thanks to the efforts of faith groups that the homeless in Walsall can access a proper hot meal,” he said. The Bishop of Lichfield, a trustee of Near Neighbours since 2011, closed the event with his own reflections on the importance of Interfaith work.

Near Neighbours funded 5 Great Get Together events in the Black Country. This included an event at Sandwell Valley Country Park attended by over 100 people from all faiths and walks of life. The event had a craft focus with a plant pot decorating competition and badge making. Speakers included Tom Watson MP and deputy leader of Sandwell Council Syeda Khatoon. Other Great Get Togethers in the area included a street party in Wolverhampton and a party in the park in Dudley.

The Real People, Honest Talk was piloted in the Black Country between September and December 2017. ‘Real People, Honest Talk’ is a new strand of work for Near Neighbours that aims to bring people together to engage in conversation, and subsequent action, around difficult and sensitive topics of concern in a locality. The idea is to create a safe and open space where everyday people, not just ‘community leaders’ can be open and honest about their anxieties and aspirations. It is hoped that these conversations and exchanges will help to diffuse some of the misunderstandings that can do so much damage in local communities. 15 groups met in the Black Country (with each group meeting three times). They will be coming together again for the Big Conversation on 6th February 2018.

For Interfaith Week this year 13 women from the Women First Interfaith Group went on a bus tour of faith buildings in Sandwell. The group visited a Church, Mosque, Mandir and Gurdwara. Women from Muslim, Hindu, Christian, Sikh and no faith backgrounds took part.
**Wolverhampton Poverty Truth Commission**

*Evelyn Williams:* TCT is the lead agency in Wolverhampton Poverty Truth (WPT), a national movement of five active Truth Commissions, working closely with Joseph Rowntree Foundation and the Barrow Cadbury Trust. WPT is comprised of eight ‘Grassroots Voices’ who have a lived experience of poverty and who want to reduce inequality in the city. They are working with fourteen ‘City Shapers’ comprised of civic and business leaders, people who make decisions about how Wolverhampton is run. Our Grassroots Voices and City Shapers have been meeting every six weeks following our launch on 3 April 2017. They have built relationships and together they have identified three priorities which will help make a difference to people living in poverty within the priority areas. These are

- Mental Health
- Support Networks
- Housing

The Mental Health priority will focus on how employers can help to prevent the downward spiral of mental health in the workplace. Those employers, who are willing to support members of staff affected by mental health issues, will sign up to an Employer’s pledge.

The Support Network priority will be looking at ways of making it easier for people in poverty to access services through Wolverhampton Information Network where WPT will extend the accessibility of the Council’s Website.

The Housing priority is looking at priority housing for homeless young people by way of utilising Co-operative housing.

Furthermore, plans are in progress to address the issue of attitudes towards people in poverty within places such as Job Centres. The commission will continue until 14th June 2018 at an event that will showcase the progress made by Wolverhampton Poverty Truth, with subsequent work to and consolidate implementation and disseminate learning.

**Places of Welcome**

The Places of Welcome movement has continued to develop in the Diocese and nationally, creating spaces where people feel safe to connect, belong, and contribute. There are now approximately 200 Places of Welcome in England and Wales, including in 65 our diocese: 18 in Walsall, 15 in Wolverhampton, 19 in Sandwell, 12 in Staffordshire and 1 in Stoke-on-Trent.

Most of these are in our Anglican Churches, and there are growing numbers hosted by other Christian denominations as well as faith and community groups, such as Community Centres, Libraries, mosques and temples.

*Sue Ball* has continued to co-ordinate the developments across Birmingham and the Black Country. With grants and crowdfunding, *Helen Titterton* was appointed in October as Places of Welcome Enabler to work across Staffordshire and Stoke-on-Trent. *James Henderson* has support the developments of the national network in conjunction with Joint Ventures across
the Country. On social media, there are over 800 followers on Twitter and 150 UK Facebook followers. A closer co-operation with the Church Urban Fund and Near Neighbours will see the national and local Places of Welcome networks continue to strengthen and grow into the future.

**Cash Smart: Credit Savvy**

**James Henderson:** Cash Smart: Credit Savvy has been another major piece of work. CUF and TCT, along with three other Joint Ventures have been doing the data collection phase for the Government’s Money Advice Service “What Works Fund”. This has included travelling to support colleagues in Bassetlaw, Black Country, Hinkley, London, Middlesborough and Stoke-on-Trent.

**UCSavvy**

James Henderson: UCSavvy is a new initiative from TCT and the Just Finance Foundation (which formed from Archbishop Justin’s taskforce on affordable credit). We have listened to churches and organisations about their worries about the complexity of the Universal Credit (UC) application process. In response, we have quickly developed this short course, to get help to people as UC fully rolls out. It can be delivered in under an hour, either to claimants (the grassroots version) or to those who support them in churches, drop-ins and other charities working with people on benefits (the organisation version). It is designed to help people understand and negotiate some of the complexities of Universal Credit. This is so far being used by over 30 churches and organisations nationally.

**Sandwell Churches Link (SCL)**

**Laura Nott:** 2017 has been a year of consolidation and growth for SCL. Our conference in February launched the Jubilee Food Network, bringing together people and initiatives which move beyond food charity and towards food sovereignty. We launched our Jubilee Money network in May, offering free Financial Capability training to church volunteers in all of Sandwell’s six towns this year. We now have local church networks set up in Smethwick, Oldbury, Rowley Regis, West Bromwich and Wednesbury, all of whom are meeting and praying together regularly.

Our focus for 2018 is developing a Food Power alliance to create a food poverty action plan, and exploring how churches can best respond to homelessness. West Midlands Combined Authority Mayor, Andy Street, is the keynote speaker at our conference on 15 March.

**Dementia-Friendly Churches**

**Sarah Thorpe:** We have three Dementia Enablers working across the diocese:

- **Sarah Thorpe** in north Shropshire,
- **Mike Bridgewater** in Stoke/Staffordshire and
- **Joy Dale** in the Black Country (who has now moved to France, to be replaced by **Su Parker**).
There are now three elements to our support for churches as they become more dementia-friendly churches at the heart of dementia-friendly communities.

- **Embarking on initial engagement as dementia-friendly churches:** We lead Dementia Friends Sunday services to increase understanding of dementia among the whole church family. Across the Diocese, more than 60 such services have created well over 2,000 Dementia Friends. Our four-session “Dementia-Friendly Churches” course is open to anyone who wants to go deeper: we have run over 20 courses with over 400 participants and a participant recently described the course as ‘Enlightening. Inspiring. Challenging. Moving. Cathartic.’ Further, we support churches in taking the next steps they identify as appropriate to their local community, for example volunteering in a local group, running one-off events, hosting a group, offering dementia-friendly worship, putting on an event for Dementia Awareness Week or participating in the local Dementia Action Alliance.

- **Embedding dementia-friendly church at the heart of the church’s ministry.** The Diocese of Lichfield has been recognised as a dementia-friendly community by the Alzheimer’s Society in 2017. As such, we can award a ‘Dementia-Friendly Churches Certificate’ to churches which sign up for three action points in the year ahead, entitling them to use the nationally-recognised ‘Working to become dementia friendly’ logo. We have also devised a ‘Dementia Coordinator’ role, which allows local churches to name and publicise someone who will have a conversation about dementia and memory loss, pray for people affected by dementia and signpost people on to other local services. We are also supporting churches by offering a bi-monthly ‘Dementia-Friendly Churches’ newsletter, local Network meetings every six months, electronic resources and an annual Diocesan training day, which focused on ‘Dementia-Friendly Worship’ in 2017.

- **Extending the church’s connections, working with local and national partners and accessing a wide range of resources.** We work with local Dementia Action Alliances and other charities providing services to people affected by dementia, such as the Alzheimer’s Society, Age UK and Approach. We are also working with Staffordshire University to evaluate the impact of our dementia-friendly churches work. We also encourage people to make Memory Boxes. And we share stories through our own blog posts and by contributing to the national Church of England and Alzheimer’s Society blogs. Finally, we are glad to signpost people on to a whole host of other helpful resources which are available.

We are also working with other dioceses and sharing our material: Sarah Thorpe has spoken at diocesan conferences in Llangollen and Cardiff, and David Primrose has helped organise the annual day conference on “Dementia-Friendly Churches” for all Church of England Dioceses, as well as chairing the Prime Minister’s Champion Group’s ‘Communities’ Thematic Group and its ‘Faith in Dementia’ Task & Finish Group. Additionally, we are working with Staffordshire University to evaluate the impact of our dementia-friendly churches work. We also encourage people to make Memory Boxes. And we share stories through our own blog posts and by contributing to the national Church of England and Alzheimer’s Society blogs. Finally, we are glad to signpost people on to a whole host of other helpful resources which are available.
**Transforming Talk**
Transforming Talk is a confidential subsidised service, supporting ministers through One to One conversations around managing transitions, problem solving, redirecting energy, focus on vision, clarify thinking and put thinking into practice. The minister chooses the focus for an intentional conversation that works towards bringing about tangible change. Twelve people accessed this service.

**Looking Ahead**
During the coming year, the team for transforming communities will work closely with colleagues in the Discipleship, Vocations and Evangelism Department. Their co-location to new office premises in Lichfield will enable staff to spend more time together, and facilitate greater cooperation on initiatives such as Chad Living, promoting ethical lifestyles.

**Revd Dr David Primrose** Director for Transforming Communities
Board of Education

**Team Leader:** Colin Hopkins  
**Accountable to:** Chair of the Diocesan Board of Education and Diocesan Bishop

The following are the key personnel in the Diocesan Board of Education:

- **Chair of the Diocesan Board of Education:** Bishop of Shrewsbury  
  Colin Hopkins MBE
- **Diocesan Director of Education:** Claire Shaw
- **Deputy Diocesan Director of Education:** Revd Huw Bishop (consultant)  
  Mark Cooper (Head of RE);  
  Jane Crouch (consultant);  
  Vickie Longson* (consultant);  
  Tracey Parton* (consultant);  
  Alex Wolvers;  
  Rosemary Woodward
- **Assistant to the Diocesan Director/SIAMS Manager:**  
  Revd Huw Bishop (consultant)
- **Advisers for Christian Distinctiveness:**
  - Mark Cooper (Head of RE);  
  - Jane Crouch (consultant);  
  - Vickie Longson* (consultant);  
  - Tracey Parton* (consultant);  
  - Alex Wolvers;  
  - Rosemary Woodward

**Property Adviser:**  
Steve Rayner  
Paula Lloyd  
Heather Fawcett  
(* from 1 January 2018)

N.B. St Chad’s Academies Trust has its own staff.

**Line management structure**

- **Chair of DBE**
- **Diocesan Director of Education**
  - PA/Exec Asst
  - Property Adviser
- **Assistant to DDE**
- **SIAMS Manager**
- **Deputy DDE**
- **Christian Distinctiveness Advisers**
  - 3 x F-T
  - 3 x Consultants
- **Admin Assistant**
Summary Information
The Lichfield Diocesan Board of Education (incorporated) is a statutory body, whose functions are prescribed by the Diocesan Board of Education Measure 1991. These relate principally to promoting the distinctive Christian character of Church schools and certain functions in relation to land and endowments. The Board provides both statutory and non-statutory advice to Church of England schools and their linked parishes, and operates a Service Agreement selling services to schools through a subsidiary company (Lichfield Diocesan Education Services Ltd (LDES)).

The Board has also established another subsidiary (Lichfield Diocesan Academy Services Ltd (LDAS)) through which services to academies and school improvement services are transacted.

The Board has responsibilities in relation to the 207 Church of England schools (including 57 academies within the Diocese. There are some 47,000 children and young people in these schools. The Board works with seven Local Authorities (Sandwell; Shropshire; Staffordshire; Stoke-on-Trent; Telford & Wrekin; Walsall; Wolverhampton).

Structure and Management
The Board is legally accountable to the Diocesan Synod, to which it is required to submit an annual report.

The Diocesan Board of Education has overall executive, legal and strategic responsibility for the work of the Board. The Board has one committee and one subgroup:-

Barchester Committee
which deals with issues relating to CE school buildings, endowments, trusts, capital investment, etc.

Schools Standards and Effectiveness Working Party
which has an overview of educational standards and supports the work of the Advisers for Christian Distinctiveness.

The Diocesan Board of Education is also a major strategic partner in an “Umbrella Trust” for academies:

Church of England Central Education Trust (CECET)
constituted in March 2014. At the end of 2017, CECET’s members were Lichfield DBE, Birmingham DBF and the University of Wolverhampton, but it should be noted that Birmingham DBF will resign as a member in early 2018. CECET has responsibility for two Multi Academy Trusts (St Chad’s Academies Trust, established in 2013 and the Wulfrun Academies Trust established in 2014) and the Blue Coat CE Academy, Walsall. CECET is also a corporate member of all other academy trusts within the Diocese – in total 32 trusts.
ECET’s role is: (a) to sponsor Church of England Academies; (b) to act as a corporate member of all CE academy trusts established in the Diocese of Lichfield; and (c) to have wider educational aims including providing continuous professional development for staff, accredited leadership programmes, etc.

**Purpose**
In 2017 the Board continued the implementation of its Strategic Plan for 2016-19.

The Strategic Plan (2016-19) has three foci:-

1) **Mission Focus** – i.e. realising the mission potential of CE schools and academies and promoting their distinctive Christian character.

2) **Structural Focus** – i.e. developing structures and strategies for securing the place of CE schools within an increasingly diversified and pluralistic schools system, and maximising the benefits of government policy for CE schools.

3) **Vocational Focus** – i.e. ensuring that CE schools/academies can attract effective and successful leaders (at every level) who are committed to developing their distinctive Christian character.

**Objectives for 2017**
The following particular objectives were pursued in 2017:-

i. Ensuring the work of the Christian Distinctiveness Advisers’ Team is guided by strategic planning and the developing needs of our schools.

ii. Training and support for the Understanding Christianity project and building an awareness among schools/parishes of the Church of England Vision for Education (2016) and the Bishop’s initiative, *Come follow Christ in the footsteps of St Chad*.

iii. Implementing revisions to the SIAMS Framework.

iv. Reforming the CECET constitutional structure: retaining St Chad’s Academies Trust as the sole diocesan MAT; revising the membership of CECET.

v. Building CECET’s capacity; expanding St Chad’s Academies Trust and its proposed “learning hub” structure.

vi. Implementing LDBE’s Academies Policy in the light of changing government policy.

vii. Consolidating the take up of the Service Agreements.

viii. Further developing training opportunities for clergy and foundation governors.

ix. Ensuring robust governance at every level.

x. Developing the Communications Strategy.

xi. Consolidating the Inspire! Project in Lichfield Cathedral.

xii. Considering system sustainability of CE schools, especially small schools in rural areas, and developing strategies to assist this.
Achievements and Performance

The year 2017 has been both challenging and rewarding, and has seen some significant strategic developments in the Board’s role. The pace of radical educational change flowing from Government has again been rapid and relentless.

In this rapidly changing context, the Board considers that it has broadly met its objectives for 2017. A full report on the Board’s activities will be published in its Report and Accounts for the period 1 September 2016 to 31 August 2017, which will be available in early 2018.

The following points should be noted for the year 2017:

a) Christian Distinctiveness

- The Christian Distinctiveness Advisers (CDAs) worked proactively with our schools providing practical, hands-on support in respect of promoting Christian (Anglican) character, training heads and other colleagues, and (increasingly) providing pastoral support to headteachers. Training sessions for school staff/governors were held on various aspects of Understanding Christianity, and our RE Guidance has been updated accordingly.

- We began a programme of seminars relating to the Church of England Vision for Education, Deeply Christian, Serving the Common Good.

- Policies for Collective Worship and RE were revised and updated and work commenced on a major new resource on the parables of Jesus.

- Resources were developed on teaching other faiths to include Islam for Key Stages 1 and 2 and Hinduism, Judaism and Sikhism.

- A successful training session on the role of clergy in schools took place in July 2016 (with 50 clergy attending). Further sessions are planned for 2018.

- Our Conference for School Leaders, Honouring the Past, Facing the Future (7 February 2017) was attended by c. 100 delegates. Guest speakers were Helen Matter (“Excellence in Religious Education”) and Sue Hannam/Jo Owens from Lichfield Cathedral School who spoke about LCS’s innovative Ethical Leadership programme.

- Board officers regularly attended SACRE meetings (as Church of England representatives) in all seven Local Authorities.

- 177 (86%) out of 207 schools/academies bought into our Service Agreement for support relating to Christian distinctiveness – broadly maintaining the take-up in the previous year (87%) at a time when school budgets are under increasing pressure.

- During the year, 61 schools received their SIAMS inspections, of which 29 (48%) were Outstanding, 29 (48%) were Good and three (5%) were Satisfactory. Currently, 94% of our schools have a Good or Outstanding SIAMS rating.

- Successful Open Door events were held in Shrewsbury Abbey and in Telford. These were attended by 458 and 405 children respectively.
• The Board’s officers worked with the Cathedral Church on the Inspire! project for children in Years 4, 6 and 8, which attracted 1,082 children. This project is linked into the school curriculum, and is structured around the concepts of pilgrimage and journeying on. Children have opportunities for self-reflection and forward-looking within the Cathedral setting, and to learn about core Christian belief. We also assisted in Open Door events in Shrewsbury Abbey and in Telford.

• We supported 19 schools and academies in making headship appointments. This number of appointments is broadly consistent with the turnover of heads in recent years which is c. 10% p.a. of our Heads. A “New Headteacher’s Induction Day” was held in September 2017, including a short commissioning service in the Cathedral.

b) Academies & School Improvement

• The systematic structural change of the education system continues to take up a very significant proportion of LDBE senior officers’ time. We advise Church of England schools on all aspects of the academy programme, including governance, strategic planning and developing their vision and values as academy trusts. A significant amount of time is taken up with liaising with solicitors, and in ensuring that the legal documentation for academies and academy trusts includes the appropriate Church provisions.

• During 2017, we supported 14 CE schools in converting to academy status. At the end of 2017, 57 (i.e. 28%) of our 207 schools had converted to academies, and a further 27 conversions had been approved (to take place in 2018). By the end of the 2017/18 academic year, 41% of our schools will be academies.

• The St Chad’s Academies Trust (SCAT) team grew its capacity through the appointment of further staff (whose costs are met from the “management fee” levied by SCAT on the General Annual Grant for running the schools). Significant work has taken place to clarify aspects of SCAT’s finances and to move towards a situation where there is an appropriate financial separation between SCAT and the Diocese.

• Work has commenced on reviewing the governance structure of the diocesan academies operation.

• By the end of 2017, 24 of our schools had bought into our School Improvement Service Agreement (which is separate from the Christian Distinctiveness Service Agreement). We continued our highly successful “Quality Learning Circles” (CPD for school staff) in respect of English, Maths, Special Needs and Early Years, and introduced a QLC for Science.

• During the academic year 2016/17, 49 of our schools received their Ofsted inspection. Of these, one (2%) was Outstanding; 40 (82%) were Good; five (10%) were Requiring Improvement; and three (6%) were Inadequate. Our new CE secondary school, The King’s CE (A) School, Kidsgrove (which became a CE school in 2015) received its first Ofsted inspection in December 2017 and was judged to be Good.

c) Capital Investment & New CE Provision
• The Board oversaw £1.1m capital investment in CE VA schools. These works are concerned with replacing roofs and boilers, improving toilets, providing catering facilities, and fire safety work.

• The Board supported activity in respect of the expansion of several schools: Trinity CE(C) Primary School (Wolverhampton); St Giles’ & St George’s CE Primary Academy (Newcastle-u-Lyme) and Hob Hill CE/Methodist (C) Primary School (Rugeley).

• A number of statutory transfers of land to site trustees were completed, usually as a prelude to conversion to academy status.

• The Board worked closely with the governors of the King’s CE (A) School, Wolverhampton, in addressing significant issues arising out of the Building Schools for the Future (BSF) project at the school.

d) Other Issues
• During 2017, the Board worked on developing a new website, which will be much more interactive and contain more information than previously. The website www.ldbe.co.uk is still being developed, but is now available to view. A termly LDBE Newsletter is now circulated to all schools and academies with good news from across the Diocese’s schools.

• A DBE/SCAT Team Away Day was held on 6 January 2017 to consider collaborative working. This was followed by a Vision and Values Day in April.

Financial Review
The DBE’s Report and Accounts for the Year 2016/17 have been audited and will be available in the early part of 2018.

Future Plans for 2018 and beyond
The Diocesan Board of Education will continue to implement its Strategic Plan for 2016-19. Key priorities for 2018 will be:

i. Developing the team of Christian Distinctiveness Advisers, including new consultants, to ensure continuing very high quality service provision and take up of the Service Agreement.

ii. Developing new curriculum resources for RE.

iii. Offering training opportunities in relation to (i) the Church of England Vision for Education; (ii) *Come follow Christ in the Footsteps of St Chad*; and (iii) the role of clergy in schools.

iv. Implementing substantial changes to the SIAMS Framework (which will become more aligned to the CofE Vision for Education), and ensuring all schools have an awareness of the changes.

v. Developing collaborative links to the wider diocesan teams (DVE).
vi. Reviewing the governance arrangements for the academies operation within the Diocese, including SCAT, and clarifying our expectations of SCAT and of church trustees/governors in Multi Academy Trusts.

vii. Developing our Communications Strategy, including a new learning platform.

viii. Developing more collaborative links with the Cathedral Church.

ix. Building further strategic partnerships and networks with high performing schools, Teaching Schools and MATs.

x. Helping (where we can) with schools/academies/MATs that are encountering difficulties – a growing priority.

xi. Monitoring the system sustainability of CE schools, especially small schools in rural areas, and continuing to develop strategies to assist this.

Colin Hopkins MBE Director of Education