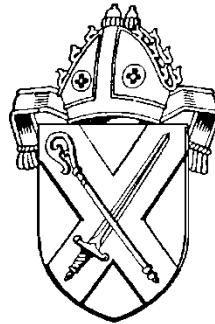


**Episcopacy
in the Diocese of Chelmsford:
A new Bishop of Bradwell**

November 2017

DRAFT



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I. Introduction

What sort of episcopal oversight, leadership and ministry do we need in the diocese of Chelmsford?

Since 1984 the answer to this question was the area system. That is, a system of oversight and governance, whereby the diocese was organised into three areas, with virtually all episcopal responsibilities delegated to the Area Bishop. This in turn leaves the diocesan free for strategic oversight within the diocese and for national responsibilities. The diocese of Chelmsford is what you might call, a small province rather than a big diocese.

However, for about the same amount of time there has also been a recognition that this model wasn't working as well as it might. The sheer size of the diocese has always stretched our leadership structures and resources. In 1989 a decision was made to create a fourth episcopal area, but this was never implemented beyond creating a new archdeaconry of Harlow in 1993. The question was raised several times and particularly by Bishop John Gladwin.

Stephen Cottrell was enthroned as the tenth Bishop of Chelmsford in November 2010. He was appointed with a clear brief to help the Church in Essex and East London become more intentionally missional and evangelistic in all its ministry. On the one hand there was an expectation that he would give more time to the diocese, and on the other there were all sorts of reasons, not least the national priority for reimagining ministry, which meant leadership structures needed to be looked at if a mission agenda was actually going to be implemented at the local level.

Some of these discussions quickly began to cohere around the question of the fourth episcopal area. There was a general acknowledgement that in a large diocese like Chelmsford there are fewer senior staff (Bishops and Archdeacons) to go round the clergy and parishes we serve. Indeed, dioceses smaller than one of our episcopal areas would often have twice the staffing at this level.

Consequently, in 2011 a Leadership Review Group was set up to examine what leadership structure might best serve the diocese. The watchword of this group was 'to close the gap', that is to bring effective leadership closer to clergy and parishes. Following the report of this group, *Transforming Leadership*, a decision was made to create three new archdeaconries, one in each Episcopal Area. A period of consultation followed, and the three new archdeaconries came into being on 1 February 2013. This is about more than just boundaries: we have reimagined the *role* of Archdeacons, understanding them to be 'leaders and enablers of mission and organisational change' alongside their current, juridical and administrative roles. Our paper *Transforming Leadership* offers a new paradigm for the role of Archdeacon identifying the need for senior leadership in the Diocese to be closer to the ground and more hands on in supporting the period of significant change in parishes and deaneries implied by *Transforming Presence*.¹ The remit is executive and missional leadership; it implies a sharing of episcopacy.

¹ *Transforming Presence* is the name given to our Vision document and our four priorities for the diocese, namely 1) Inhabiting the world distinctively; 2) Evangelising Effectively; 3) Serving with accountability; and 4) Reimagining Ministry; further described in the next section.

This strengthening of leadership will in turn help us realise our plans in *Reimagining Ministry*² where we imagine a new paradigm for parochially based ministry drawing on the ministry of all, challenging to focus on mission, and calling for a more collaborative working for both congregations and clergy.

But with the creation of the new archdeaconries it was always known that there would be further issues to address. One of these is the nature of episcopal leadership in the diocese. By creating a leadership structure which is closer to the parishes, the seven archdeaconries become, effectively, the seven key areas of the diocese. The question follows, would you need an Episcopal Area as well? Isn't this what the archdeaconries are doing, creating seven smaller more coherent and workable Areas, rather than three?

And if, as we envisage, the seven archdeacons are now the key implementers of change – taking prime responsibility for pastoral reorganisation, the establishment of the 'mission and ministry units' that will be central to our future sustainability and mission, and, therefore appointments and review within the diocese – why would we need an Area Bishop as well? Indeed, it could be argued that keeping the Area Bishops in post in the same way as at the moment might actually compromise our plans, since the parishes may well look over the head of the Archdeacon for the Bishop's view whenever something contentious arises.

Ranging from 'business as usual' to the seven Archdeacons becoming seven Bishops in seven Episcopal Areas, there seemed to be several ways forward which were discussed extensively at our Bishop's Council in May 2013 and Diocesan Synod on 15 June 2013. We also met with representatives of the Dioceses Commission in May 2013 to share our thinking and take on their suggestions. Out of all these deliberations the following way forward emerged:

1. We now see our seven archdeaconries as being the key places in which parishes and churches find their belonging, and it is in the archdeaconry that the missional change we long to see at every level of church life will be implemented. In due course we would like to test the mind of the Church as to whether this sort of leadership, pitched at this level of church life, would be better served by a Bishop than an Archdeacon. But this is for the future. In the medium term we want to bed down these new structures and see how they work.
2. Therefore we need to maintain our three Episcopal Areas and three Area Bishops for a time, but with a new emphasis to their ministry. This is reflected in the role descriptions later in this document, but in brief, we see the Bishops' role to be:
 - Leaders in mission – inspiring encouraging, enabling and resourcing mission and evangelism in the very different contexts across the diocese – engaging with the wider community in Essex and East London
 - Being a praying heart within the diocese
 - Vocations – fostering, discerning, supporting and encouraging
 - Teaching the faith (working primarily with people rather than structures)
 - The formation and development of clergy (and other licensed ministries)
 - Outward facing towards the world – evangelism, public square etc.

² The Diocesan Synod on 2 March 2013 endorsed the paper *Reimagining Ministry*, described further in the following section.

Transforming Leadership and *Reimagining Ministry* did not review the complementary roles of the Chapter of Bishops in the Diocese and the implications for the current area system. However, the same priorities which shape *Reimagining Ministry* need to underpin a reimagined episcopal ministry:

- Mission Focus
- Improving Health and Well-being
- Increasing Collaboration and Team Working
- Strengthening Congregations
- Developing Licensed Ministry
- Recognising and celebrating the ministry of all
- Addressing the Availability of Stipendiary Clergy

Bishops are therefore called to be leaders in mission, teachers and pastors with a special care for licensed ministers, and in the discernment and formation of new ministers. They are called to model the collaborative ministry and be a focus of unity for all in the diocese. The advantage of this approach – as was suggested by many who spoke in our Diocesan Synod – is that maintaining the arrangement of Area Bishops provides the continuity we need at a time of quite radical change, as well as being midwives to the potential new system, which needs to be evaluated more fully.

This led, in 2014 to the Dioceses Commission agreeing our plans to appoint new Bishops of Barking and Colchester. This has proved to be the right conclusion, recognising the enormity of the change programme underway. Bishops Peter and Roger, alongside Bishop John before his illness, have been modelling the new pattern of working with their Archdeacon colleagues.

However, it was not our plan to be considering the larger questions quite so soon. Following a long illness, The Rt Revd John Wraw, Bishop of Bradwell, died in Office on 25 July 2017.

Notwithstanding our longer term proposals, we believe it is right to reappoint to Bradwell at this time. In view of the need for senior leadership capacity, and although we do envisage further change at a later date, it would be counterproductive for senior staff numbers to drop just at the time we have (through our own strategic and financial initiative) created a few more.

A motion concerning filling the Bradwell Vacancy in See was presented to the Chelmsford Bishop's Council in October 2017 and Diocesan Synod in November.

We are now looking to the Dioceses Commission to support the appointment of a new Bishop of Bradwell. What follows is a more specific case for this post in the Diocese of Chelmsford and the ways in which we see episcopal ministry being exercised. All this is set in the wider context of our ministry strategy and our desire to keep on the table the possibility of further change in the future.

2. A Vision for the Diocese of Chelmsford

Our Passion:

Our Passion is Jesus - Proclaiming and Living out God's love for all people

Our Aspiration:

To be a **Transforming Presence** in every Community,
Open and Welcoming to all, and Serving all

Our Resources:

Faithful people, prayer and worship, visionary leadership, liberating gifts

In the context of this Mission Statement, which was agreed in 2008, the Diocese of Chelmsford at its Synod in November 2011 committed itself to four strategic priorities under the heading of *Transforming Presence*:

- Inhabiting the World Distinctively
- Evangelising Effectively
- Serving with Accountability
- Re-imagining Ministry

The first three priorities could be described as 'what'; the fourth is more about 'how'. These priorities were reaffirmed by Synod in 2016 and we continue to develop the specific outworkings of these priorities.

A summary is given below and more information about our priorities and progress can be found at www.transformingpresence.org.uk.

2.1 Inhabiting the world distinctively

- In order to promote and explore the concept of all Christians holding on to a rule of life, we developed the Chelmsford holding cross as a tangible sign of receiving, sharing and celebrating our faith. This has been given to those in congregations, and used at important moments such as confirmation and licensing. It is supported by teaching tools.
- In 2017 over 2,500 people attended a one of a series of School for Disciples roadshow events to explore discipleship and how every church can be a school for disciples
- Church schools remain central to the mission of the diocese. As well as bringing a distinctive ethos and Christian values, they offer a much needed vision of what it is to be human
- We are breathing new life into St Peter's Chapel, Bradwell-on-Sea as a place of pilgrimage and renewal
- We have renewed the vision of our Retreat House in Pleshey involving physical renovation, renewal of the spiritual life at the House, and developing a programme

which speaks to our diocesan priorities to help people explore discipleship and prayer: www.retreathousepleshey.com

- In 2017 we held our first diocesan conference in more than 20 years as an opportunity for holders of the Bishop's Licence to come together and reflect on these themes and be refreshed in their ministry.
- We are developing a partnership with Citizens UK in various parts of the diocese including training programmes on community organising.
- Our Environment Group continues to challenge us to think about how we inhabit the planet and steward our resources appropriately. Examples of activity by the Board of Finance include programmes to improve insulation of parsonages, installation of solar panels, and application of robust ethical requirements in selection of investment managers.

2.2 Evangelising effectively

- In 2013 a programme of evangelism training attracted almost 5,000 to learn about how to evangelise effectively in their local context.
- This led in 2014, our centenary year, to a focus on mission and evangelism, including around 320 evangelistic events.
- We are developing evangelism enablers and other forms of ministry
- We have invested in a Centre of Pioneer Ministry based in the Romford area, and have further plans for another centre in Colchester
- The Church Commissioners have sponsored a Church Planting project through which we are looking to respond to the huge growth in population in this diocese and generate new worshipping communities. This is a developing area of our strategy and we envisage further church planting activity in the future.

2.3 Serving with accountability

- In order to be accountable to one another, we need to have real clarity about what it means to be a faithful Christian community
- A tool has been developed to help local churches engage in self-evaluation. This is being used to augment the Visitation process.
- Work is beginning to help churches think through what 'sustainability' means for them and what ministry should be expected in every context
- The Church Commissioners have invested in a project to provide additional support and help to parishes to address barriers to mission.
- Beyond the diocese, we have developed close relationships with the world-church in Kenya, Trinidad & Tobago, Romania and Sweden. These links are of mutual benefit in helping us learn and develop in our responses to God's world-wide mission

2.4 Re-imagining ministry

- In response to our priority to 'Re-imagine Ministry', we are developing a new Ministry strategy. Our key areas of focus are: a mission mindset, improving clergy well-being, increasing collaboration and team-working, and developing Licensed Ministry
- As discussed above we have re-examined our leadership structures, recognising that leadership has been too distant from the life of the Church in the parishes
- Through Re-imagining Ministry we are implementing 'Mission and Ministry Units', that is, approximately 70 clusters of parishes working together on shared mission priority areas. It involves being open to different models of church and embracing fresh expressions. It also involves having realistic ministry plans based on growing from a sustainable number of stipendiary clergy and ending the historic practice of 'salami-slicing' posts.
- We have seen huge growth in vocations to all forms of ministry: lay, ordained, authorised and licenced. As part of this we have grown the number of curacies we offer and developed Licenced Lay Ministry in succession to Reader ministry.
- We are committed to developing diversity in ministry, including seeking to ensure the leadership of churches reflects the diversity of the population and encouraging the growth of multi-lingual congregations.
- In all of our thinking and planning we are looking to de-layer the diocese.³

3. Overview of the Diocese of Chelmsford

The Diocese of Chelmsford serves five East London boroughs (Barking & Dagenham, Havering, Newham, Redbridge and Waltham Forest), Essex and the unitary authorities of Thurrock and Southend; it is the second largest diocese in the Church of England and one of the most diverse.

- 1,531 square miles
- Population of 3,060,000
- Diocese includes the Thames Gateway, M11 corridor, the Olympic Park, London Stansted and London Southend Airports, Harwich and London Gateway seaports
- 55.7% of the population are Christian (2011 Census)
- 466 parishes; 2 Bishop's Mission Orders
- 579 church buildings
- 139 church schools, 10 partner multi-academy trusts
- 3 Episcopal Areas: Barking; Bradwell & Colchester
- 7 Archdeacons: Barking, Harlow, West Ham, Chelmsford, Southend, Colchester, Stansted
- 24 Deaneries
- 494 clergy
- 170 Readers and Licensed Lay Ministers augmented by over 100 retired
- Over 30 paid youth workers in parishes
- Approximately 50,000 people on church electoral rolls

³ In other words, we acknowledge the number of *de facto* layers of belonging currently (local church, parish, benefice, deanery, archdeaconry, area, diocese, CofE) and the desirability of fewer layers in future.

In 2016:

- 38,400 adults attended services (up c.1% on 2015); and
- 10,700 children attended church on Sunday or with school
- 50,000 people came at Easter and 100,000 at Christmas
- 4,885 children were baptised or had a thanksgiving service
- 1,843 couples married in church
- 5,750 families were supported in their grief after a death
- 100,000 young people in contact through churches, schools and community work



4. The Episcopal Areas and Archdeaconries

The 1984 Area Scheme established the three Episcopal Areas of Colchester, Barking, and Bradwell within the diocese of Chelmsford.⁴ The Diocesan Bishop exercises episcopacy across the diocese, with delegation in accordance with the Scheme to the Area Bishops. The Diocesan Bishop does not retain a designated Area.

These three Episcopal Areas have quite distinct identities and needs and each has its own Area Team. Sensitivity and a deft touch is required to maintain the correct balance between the needs of the diocese as a whole and each of its Areas. However, within the wide diversity there is a great deal of opportunity to learn from, and to understand one another. The Area Scheme requires the Diocesan Bishop to hold and develop a broad vision.

Barking Area:

- Archdeaconry of Barking: Barking & Dagenham and Havering deaneries
- Archdeaconry of West Ham: Newham, Redbridge and Waltham Forest deaneries
- Archdeaconry of Harlow: Harlow and Epping Forest & Ongar deaneries

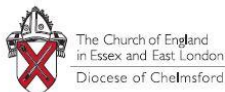
⁴ Revisions to the Area Scheme were approved by Synod in 2008 and 2012.

Bradwell Area:

- Archdeaconry of Chelmsford: Brentwood, Chelmsford North, Chelmsford South and Maldon & Dengie deaneries
- Archdeaconry of Southend: Basildon, Hadleigh, Southend, Thurrock and Rochford deaneries

Colchester Area:

- Archdeaconry of Stansted: Hinckford, Braintree, Dunmow & Stansted and Saffron Walden deaneries
- Archdeaconry of Colchester: Witham, Colchester, Harwich and St. Osyth deaneries



Episcopal Areas, Archdeaconries and Deaneries



5. Role description and Person Specification

As part of the transformation of our leadership structures, we have revisited the role description and person specification for our Area Bishops. The following shall apply to all the Area Bishops, while sections 6 and 7 include the additional and specific needs of the Area.

5.1 The role of Area Bishops in the Diocese of Chelmsford

As a member of the College of Bishops, to provide inspiring episcopal leadership in the Diocese of Chelmsford.

As Area Bishop, to provide rooted episcopal oversight in the Archdeaonries as delegated by the Area Scheme and in collegiality with the respective Archdeacons.

Collegially and individually the Diocesan Bishop and the three Area Bishops offer:

- The general oversight of the diocese, with each Bishop offering a lead in a designated area of Diocesan life
- To be leaders in mission – inspiring, encouraging, enabling and resourcing mission and Evangelism, in the very different contexts across the diocese – engaging with the wider communities in Essex and East London
- Being a praying heart within the diocese
- Fostering, discerning, supporting and encouraging Vocations
- Teaching the faith - working primarily with people rather than structures
- Assisting the formation and development of clergy and other licensed ministries
- Facing outwards to the world in evangelism and public square ministry

Within each Area and working collegially with the Archdeacons, the Bishop will:

- Foster the values of *Transforming Presence*/collaborative and mission focused ministry at every level of church life
- Provide leadership of the Area Team in resourcing and supporting local church in engaging with *Transforming Presence* and *Re-imagining Ministry*
- Give support and oversight for Chaplains and Advisers ministering in the Area, including those offering a 'Beyond the Parish Ministry' (a portfolio or ministry held in addition to parochial responsibilities, reflecting the gifting of each minister)
- Demonstrate positive engagement with public, private and third sector bodies within the Area

Within each Archdeaconry the designated Bishop will offer:

- The celebration of new ministries for those moving within the diocese
- The marking of discipleship through Confirmations
- The sponsoring of candidates for licensed ministries
- The recognition of authorised ministries discerned locally
- Pastoral relationships in the care and support of clergy and licensed lay ministers
- Support for the Archdeacon in reshaping pastoral ministry and the making of appointments.

5.2 Qualities and Experience

i) Growing new Ministry

We are looking for someone who has a track record of nurturing vocations, with a clear theological vision for the ministry of the whole people of God and the vital place of the ordained ministry within it.

ii) Refreshing existing ministry

We anticipate that the person will be excited about working in Essex and East London and will be a pastor and encourager to clergy and lay leaders, lifting morale and helping create a culture where people will want to come and work here. Facilitating good appointments and working collaboratively will also be a vital part of this work.

iii) Capacity

The new Bishop would have the capacity to work hard and efficiently, with a strategic eye for where to invest energy with maximum effectiveness. We are looking for someone who will be joyful amidst all the pressures and demands of episcopal ministry, and an effective and natural delegator.

iv) Evangelism and Spirituality

We are looking for someone who understands the inter-relationship between spirituality and evangelism, of how people come to faith, and with a proven record of implementing effective models of evangelism in their previous roles. We need someone who will be keen to develop work with schools, and with children and young people. We need a person of prayer who will teach others to pray. We also need someone of theological vision who will help us reflect on the nature of the gospel, its meaning and relevance for the world today, especially the rapidly changing context of Essex and East London.

v) Valuing diversity

We are seeking someone with experience of leading Christian communities, who is able to be a focus of unity within diversity, and with a flair for re-imagining what the Church could be in God's mission.

vi) Engagement in community life and public issues

We are looking for someone who will be a fervent advocate in places that face challenges; who understands and is committed to areas of social deprivation – and someone who will be an ambassador of the gospel in understanding issues of marginalisation and poverty, alienation and lack of hope; who is able to speak out on these issues. Our new Area Bishops will be attuned to the voice of God in our communities - keeping hope and Christian conviction alive.

vii) Theological vision

We anticipate that a new Bishop will be someone who is able to open hearts and minds to what God is doing, to inspire growth and value faithfulness; who is a good apologist for the Christian faith; who is a practical and contextual theologian confident in communicating the gospel to all.

viii) Management of resources and structures

We need someone who has a shrewd grasp of financial realities; with good levels of financial acumen, ability to interpret data, and experience of building capacity in church structures and would work with the senior management team.

ix) Working with others

We are looking for someone who is able to work collectively within the College of Bishops and collaboratively with our Archdeacons, in giving shape to the life of the Church of England in Essex and East London.

x) Ability to deal with conflict

We need someone who will be both pastoral and robust in handling the inevitable crises and disputes, disciplinary procedures and pastoral breakdowns that are to be found in the life of any diocese.

6. The Bradwell Episcopal Area

6.1 History

Up until 1968, Chelmsford Diocese had two Suffragan bishops – Colchester and Barking. In 1968 a further Suffragan Bishopric was created, named after Bradwell-on-Sea where the ancient chapel of St Peter on the Wall is situated, founded by St Cedd in the seventh century. The Bradwell Episcopal Area was formed in 1984, covering south and mid Essex – an area bounded in the south by the Thames, from the Dartford river-crossing, by the North Sea in the east as far up the coast as Maldon, and by Chelmsford and Brentwood, with their surrounding villages in the north.

The fifth Bishop of Bradwell, the Right Reverend John Wraw, was consecrated in January 2012. Following a long illness Bishop John died peacefully in his sleep at home in the early hours of 25 July 2017. Bishop John had a hugely fruitful ministry right up until his death, although, by the nature of his illness, there have been significant periods of sick leave at times in the three years since he was diagnosed.

During the last five years there have also been significant changes among our archdeacons, including the creation of the second archdeaconry. The Archdeacon of Chelmsford, the Venerable Elizabeth Snowden, was appointed in 2016, and the Venerable Mike Lodge was appointed Archdeacon of Southend in 2017.

6.2 More about the area

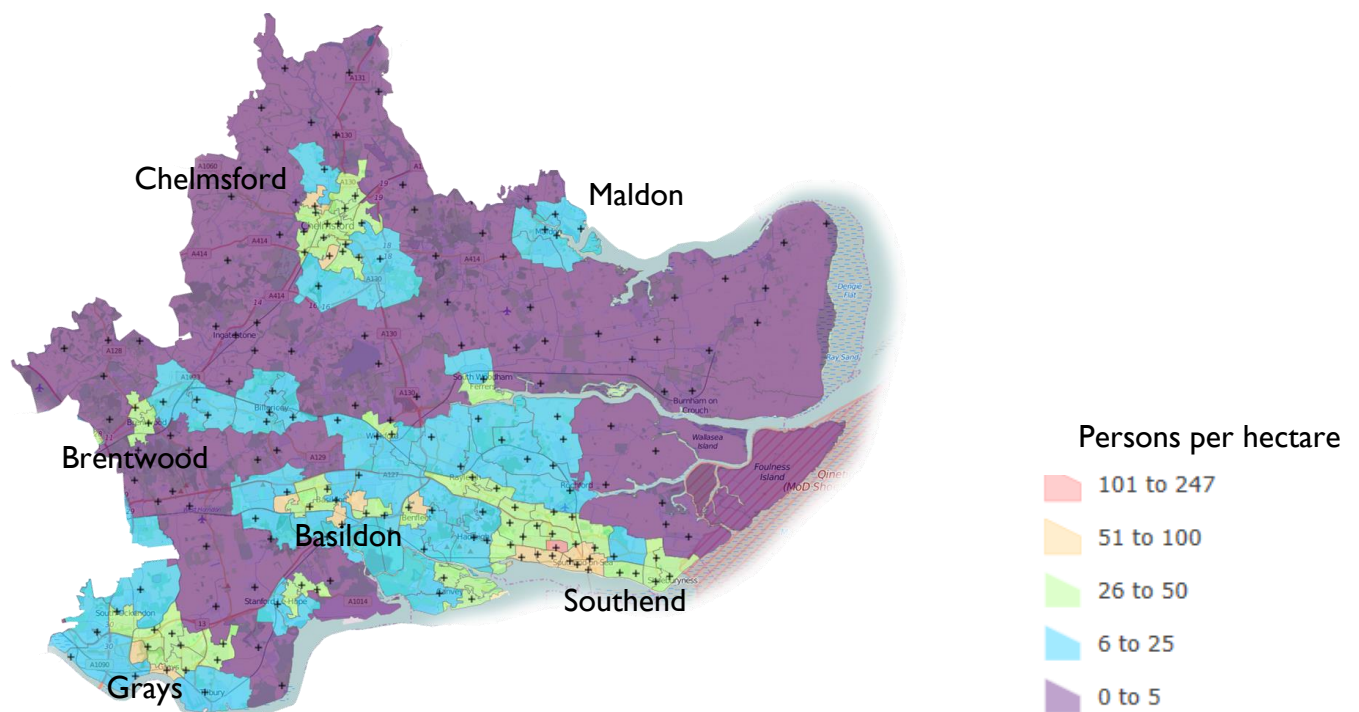
The estimated population of the Bradwell Area is 950,213. This is significantly less than the Barking area (1.5m), but more than the Colchester area (0.55m). In terms of population, the Episcopal Area is larger than sixteen dioceses in the Church of England.

The area covers two unitary authorities – Southend-on-Sea and Thurrock – plus the areas covered by the Essex district authorities of Chelmsford City, Brentwood, Basildon, Castle Point, and (part of) Maldon.

Many of the people who live in the Area have their roots in East London, and many people commute to London daily for work by road or by rail into Liverpool Street and Fenchurch Street stations. The massive Crossrail project will pass through 40 stations from Reading and Heathrow in the west, to Abbey Wood and Shenfield (in the Brentwood deanery) in the east.

Significant new housing is planned in the area. The largest developments are to the north of Chelmsford (Beaulieu Park) and Purfleet, which is our only parish within the M25. However, all our local authorities have been challenging targets for new housing over the next twenty years. Other significant developments include the new 3km long mega container port at Corringham, and a proposed lower Thames river crossing at Tilbury.

The map below shows the extent of the Bradwell Episcopal Area and the density of population. The most densely populated communities are in Southend-on-Sea, Basildon, Chelmsford and Grays. By contrast, parts of the Area have very low density of population and are a mixture of rural, agricultural and commuter villages.



Source: Strategy & Development Unit, Church Commissioners and Archbishops' Council

Affluence varies enormously across the area, with some parishes in Southend, Basildon and Thurrock deaneries amongst the most deprived in the country, whereas one of our parishes is the tenth least deprived in the country.

There 183 churches in 137 parishes of which:

- 45 parishes (15 in Chelmsford archdeaconry and 30 in Southend archdeaconry) serve post war housing estates
- 13 are multi-parish benefices with three or more parishes (10 in Chelmsford archdeaconry and 3 in Southend archdeaconry) serve rural communities
- 31 other parishes (20 in Chelmsford archdeaconry and 11 in Southend archdeaconry) also serve rural or semi-rural communities

There are 50 church schools (1 secondary, 49 primary) serving 10,500 children. Several are part of church Multi-Academy Trusts, including the Diocese of Chelmsford' Vine Trust which has 16 schools including a number on the Dengie peninsula.

6.3 Ministry

Mission and Ministry Units

In March 2013, diocesan synod adopted a paper entitled 'Reimagining Ministry'. There was a section in that paper entitled Mission and Ministry Units, which began:

"In the past we have coped with declining clergy numbers by amalgamating parishes into larger and larger benefices. This has sometimes worked well, especially where collaborative ministry teams have been possible, and we can build on such good experience. But in other places, levels of clergy stress have increased and missional effectiveness has diminished. There is a growing awareness that we must deploy ministry differently in future. No single method will be appropriate and some experimentation may well be needed to discern the best models to apply in the very different contexts of our diocese."

As a consequence, the Bradwell Area Mission and Pastoral Committee is working to help establish and ultimately commission Mission and Ministry Units. So far two Units have been commissioned:

- The North Chelmsford Mission and Ministry Partnership (comprising seven parishes, including the Beaulieu Park housing area) commissioned in April 2017
- Southwest Chelmsford Churches (comprising four parishes), commissioned in May 2017

Other Units at various stages of development include (not an exhaustive list):

- A group of parishes at the east end of the Dengie peninsular
- A group comprising Grays Thurrock team ministry and the two parishes to the north
- Two Units in Basildon, comprising the parishes in the east and west of the town
- The parishes around Southend airport

However, we also have deaneries where plans are much less developed, including some where there is hostility to the approach.

One particular challenge has been among parishes with distinctive traditions. Several traditional Catholic parishes have been exploring the idea of a non-geographic unit in the Southend area

Licensed ministry numbers

As at June 2017, there were 82 stipendiary clergy in post (2 part time), 27 SSM clergy, 45 title curates (18 stipendiary), and 6 clergy in house-for-duty posts. There were 15 vacant posts (including one house-for-duty). There are 43 licensed lay ministers in the Area, Readers and LLMs.

The vacancy rate for stipendiary posts is currently above the diocesan average, and successfully filling vacancies has been a challenge in certain parts of the Area.

Authorised lay ministry

The diocese provides training for four authorised lay ministries, with a fifth in its first tranche of students. In the Bradwell Area there are currently

- 4 authorised youth workers
- 31 pastoral assistants
- 14 evangelism enablers
- 85 authorised local preachers⁵
- 6 people from the area are currently on the new course for lay pioneer ministry, which will finish its first running in summer 2018, for authorisation in the autumn of that year

⁵ These are people licensed to preach by the area bishop for an initial period of three years, when requested by a PCC, on condition that they have been on the Course in Christian Studies (CCS) if they want to be relicensed after the three years are up. The CCS is a two year course exploring the Christian Faith with others, delivered weekly in local centres around the diocese. While CCS used to be a prerequisite for any form of recognised lay ministry, our current arrangements are more flexible. CCS remains a success story for the diocese.

Vocation

The area has an annual vocations day in the Spring, to which the ethos for the last few years has been “bring someone, don’t send them”. The most recent day in March 2017 had about 100 participants. We also have archdeaconry vocations breakfasts.

Chaplaincy

Hospital chaplaincy has been established in Basildon, Southend and Boreham (in Chelmsford) hospitals. There is also a network of workplace chaplains. In Chelmsford, there is a chaplaincy in the campus of the Anglia Ruskin University; however, there is currently no Anglican chaplaincy in the Southend campus of Essex University or in any of the further education colleges in the Area

6.4 Finance

Most of our parishes (64%) manage to balance their books and achieve the parish share in full. Around 54% of parishes do this through regular monthly instalments, for which the diocese gives a small discount. We also have about twenty parishes that persistently default on parish share, giving significantly less than was asked, and, very occasionally nothing at all.

Area share performance has improved over the last four years and the shortfall in the Area has fallen, however performance has slipped in the Southend Archdeaconry and Share performance as a whole remains worse than the diocesan average:

	2013	2014	2015	2016
Chelmsford Archdeaconry (%)	85.99	87.03	90.27	91.72
Southend Archdeaconry (%)	93.90	94.28	92.71	92.87
Area Total (%)	90.01	90.76	91.54	92.33
Diocesan Total (%)	92.90	93.54	94.08	94.79
Area Shortfall (£k)	(£510k)	(£480k)	(£441k)	(£406k)

There is evidence that the finances of many of our parishes are fragile, and an unexpected event, such as a major donor dying or moving away, or an unexpectedly large bill or the expenditure of a significant sum on a building project or repair can tip the balance. This partly underlies the share shortfall. Other responses to such fragility include cutting back on mission or drawing on reserves.

There are also good news stories, where, with hard work and well thought through strategies, parishes have been able to turn the situation around, turning fragile finances into robust ones fit to fund mission. Some parishes have made good use of:

- Stewardship programmes including Giving for Life and TRIO
- Parish Giving Scheme (PGS): the most successful take up in the diocese has been at a particular parish in the Bradwell area, but only 14 parishes have so far registered for the scheme, so there is still much to do

6.5 Bradwell Area team and satellite offices

The Bishop of Bradwell has a house and office base in Horndon-on-the-Hill. Located between the A13 and A127, near the A130, and within reach of several train stations, this provides ready access across the Area, to Chelmsford and London.

The Bishop is supported by a personal assistant who works at the Horndon office. The Archdeacons (and their secretaries) are based in Chelmsford and near Rayleigh.

The Area Team has a budget for 3.0 posts, which currently comprise:

- Continuing Ministerial Development adviser (0.5 FTE area, 0.5 diocesan) who is also the IME 4-7 coordinator across the diocese. In the Area, the current adviser approves training grants for licensed ministers in the area, is available for consultation and conversation to explore possible training options, and advises on training and development issues arising from MDR
- Mission and Ministry adviser (1.0). The current adviser delivers training events for parish development at area level, works with parishes in vacancy on their documentation, and offers one-to-one advice to incumbents and PCCs on stewardship, major capital projects and vision-building. He also coordinates the area team and oversees its budget
- Youth Adviser (1.0). The current adviser helps parishes explore and develop work amongst young people, organises regular gatherings of youth workers, offers support to paid, part-time, student or voluntary youth workers, nurtures young leaders and maintains the deanery youth champion network. The adviser works with colleagues to develop and implement the diocesan youth strategy.
- There is, currently, a 0.5 post vacant in the team, vacated in the summer of 2016 by a Faith in Action Adviser. The future of this post is under review.

We also have a Turnaround Minister as part of the area team. She leads targeted interim ministry in parishes as directed by the archdeacons. This is a time-limited project post, funded to 2021.

The area team will meet six times in 2018. Members of the team also attend and give reports to the Area Mission and Pastoral Committee which meets three times a year.

There are also several beyond-the-parish ministries for the area, including:

- Two women's ministry advisers – one for each archdeaconry
- Two SSM advisers – one for each archdeaconry
- A stewardship adviser (although this is now fairly nominal as the adviser has done very little in the area in recent years)
- Two liturgical advisers (who work with parishes putting together confirmations, licensing and induction services and the annual priests' ordinations; plus any other service that the bishop will be leading in the area)

6.6 Tasks and responsibilities of the next Bishop of Bradwell

The following should be read in conjunction with the generic role of an Area Bishop in the Diocese of Chelmsford described in section 5 above. The new Bishop of Bradwell will need to:

- (i) Encourage and enable the implementation of *Transforming Presence*. In particular, there is more to do on developing vocations to lay and ordained ministries of all sorts, and more to do (in collaboration with the Archdeacons and others) to reinvigorate the process towards Mission and Ministry Units in some deaneries
- (ii) Encourage and inspire the ministers of the Bradwell Area in their ministry, prayer and outreach, and help keep ministers inspired by, challenged by, and focused on Jesus
- (iii) Engage with the extensive areas of regeneration in the area, in terms of ministry, liaison with local authorities, and the DBE where church schools are proposed
- (iv) Lead a strategy for intentional growth, with particular emphasis on
 - a. Enabling our churches and parishes to engage with younger generations in their 30s and 40s. Recent research shows that an 81 year old is twelve times more likely to be a church attendee than a 21 year old in the Bradwell Area
 - b. Devising ways for more effective outreach to the larger parishes with the highest population, as recent research shows that the percentage of the population that worships in our churches is significantly lower in these parishes than in those with a population under 10,000. This issue is particularly significant in parishes in Southend-on-Sea, Chelmsford, Thurrock and Basildon
- (v) Help us to engage with Citizens UK as hubs are being established in Chelmsford and Southend
- (vi) In collaboration with the Youth Adviser, enable the new diocesan Youth Strategy to be implemented, engaging with young people and young adults in parishes, Mission and Ministry Units, deaneries, schools and colleges, and Area based initiatives, with a particular focus on integration and intergenerational relationships
- (vii) Build on the potential for building growth and development in our parishes offered by the area team

It is highly desirable that the new Bishop can bring experience relevant to the context and current challenges of the Area, particularly the range of ministry contexts from rural to new town, to market town to new development area.

7. Working together

The Area Bishops are responsible to the Bishop of Chelmsford. They are part of a Bishop's staff team together with the Archdeacons, Dean, Chief Executive & Diocesan Secretary, the Advisor on Women's Ministry, and the Dean of Mission and Ministry; assisted by the Bishop's Chaplain. The staff team meets monthly. The Chapter of Bishops also meets regularly.

Area Bishops are ex-officio members of the Diocesan Synod and the Bishop's Council, which is the key strategic leadership body for the diocese. They are also Trustees of the Chelmsford Diocesan Board of Finance. The Bishops and Archdeacons take lead responsibilities for particular portfolios on behalf of the Bishop of Chelmsford and may be invited to join or chair working groups or committees.

In a vast and diverse diocese such as this, there is a need to affirm the fellowship of the whole diocese and enable it to flourish, while at the same time celebrating the local diversity in the Area, and increasingly in the Archdeaconry as the primary focus for mission. This is why the role description places emphasis on a collaborative approach, and the paramount importance of the Area Bishops and the Archdeacons. The Area Bishop will also build a good relationship with the Bishops of Richborough and Maidstone, both full Assistant Bishops in the diocese.

The central task of the Bishop is to provide pastoral support and oversight to the parishes in the Area, encouraging them in the pursuit of excellence; especially in worship and mission. Bishops and Archdeacons will visit parishes for normal Sunday services as well as the big events.

Archdeacons lead on parochial appointments. By convention the Area Bishop institutes those clergy who move to new posts within the diocese and is responsible for proposing training parishes for curates. The Area Bishop confirms at deanery services of Confirmation. Whilst sharing with the Diocesan Bishop in the Cathedral at the ordinations of deacons, the Area Bishop ordains priests within the episcopal area. The Bishop's teaching role is greatly valued, and listening to, while praying with the clergy also underpins the Bishop's role with the college of clergy.

Finally, the Area Bishops are not just pastors to the Church; they serve the whole people of God and will typically be involved in charities and projects, and speak on the issues of the day.

Appendix: The diocese and its people

The Chelmsford diocese is a large, dynamic and vibrant place, and its residents represent most, if not all, socio-economic groups; with a wide diversity in terms of affluence and poverty, culture, different faiths and church traditions. The very rural, through to the most densely populated urban areas are to be found here. And this diversity is a cause for celebration, whilst potentially also a source of tension. At the heart of this very diverse environment, the Church of England in Essex and East London plays a major role in serving the people who live within the diocese. The diocese of Chelmsford is young, created in 1914, having formerly been part of the dioceses of London, Rochester and St. Albans. It therefore has little by way of financial reserves, nor a strong identity beyond being the former county of Essex. The Cathedral, among the smallest in the country, was originally a parish church. Only in 2012 did Chelmsford finally receive city status.

The diocese extends from the River Lea in East London, incorporating five London Boroughs, along the northern bank of the River Thames to the Essex coast. From the northern Essex coastline the boundary extends west along the Suffolk border, incorporates three parishes in Cambridgeshire, before turning south again along the Lea.

Within these boundaries are most of the features of English life, including some of the most deprived boroughs in the UK, as well as some that are very affluent. There are large suburban housing estates, extensive rural areas, new towns and significant areas of regeneration, ancient country market towns and small villages. Places that have seen no immigration sit closely to places where the influence of immigrants' language and culture shape life and worship styles.

The fact that the diocese contains such huge diversity creates a very special place that is different from most other large dioceses and creates unique opportunities and challenges for the future.

Historically, Londoners and especially East Londoners have moved away from the capital along the major arterial routes (M11, A12, A13) and railway lines. There is a huge amount of traffic across the Essex/Greater London boundary as people from Essex commute into London in significant numbers.

Aside from the five London Boroughs and the County of Essex, there are also two unitary authorities in Thurrock and Southend, meaning that relationships between church and secular authorities take place within varied political contexts.

The main site for the Olympics at Stratford was within the diocese of Chelmsford. This, combined with the earlier growth in the Stratford area and the rail link to the Channel Tunnel and Europe, has provided huge opportunities for the diocese.

The diocese also continues to see significant developments surrounding Stansted Airport. New developments in The Thames Gateway, Harlow, Harwich and Colchester represent

just some of the major house building that is taking place. This makes our geographic area one of the fastest growing housing areas in the country. An increasing population represents a significant challenge as we welcome new people into our midst and seek to play an active role with secular authorities.

The diocese includes 139 Church schools, three Universities with chaplaincy provision, and we also have a presence in a number of Further Educational establishments and are a partner in the Stratford University Technical College which also models chaplaincy.

The considerable ethnic and social mix within the diocese means that in some places Christianity is no longer the main religion. In some areas the proportion of those describing themselves as 'white British' has fallen below 50%. Working across different denominations and faiths, as well as within an increasingly secular society, will be an important part of ministry here in the years to come.

Church attendance reflects the social and ethnic make-up of the general population. There have been significant areas of church growth in some of the most multi-cultural parts of the diocese. In our more rural parts we have seen the ageing of the indigenous people, and this is particularly so within the church. Ageing church membership presents a challenge to attract, and retain younger, often busy professional people to an active role within our Church without alienating existing parishioners who contribute significantly to the life and finances of our Church.

Anglican Church attendance is, and has been historically, low as a percentage of the population compared to the national average. This is partly explained by the historic strength of non-conformism and other denominations in this part of the country, and more recently by the growth of other faiths.

The lack of historic endowments coupled with proportionately lower church attendance means that the diocese has often struggled financially. It has received significant support from the National Church which reduces dramatically under the new national funding formulae. Nonetheless we have determinedly used Mission Development Funding to stimulate new mission initiatives out of which have sprung some successful Fresh Expressions and Faith in Action projects. We have had two successful applications for Strategic Development Funding, most recently to support church planting into four huge areas of population growth.

Our diocese also contains a wide range of Church traditions. There are some centres of support for Forward in Faith and Reform.

Our clergy and parishes are supported by diocesan staff based at the Diocesan Office which can be found in the heart of the Chelmsford city centre, and the offices of the Bishops and Archdeacons.