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Nothing ever stands still, does it? 2018 – the fifth year of the Diocese of Leeds – saw constant change as well as consolidation of developments made earlier in its life.

We said good bye to the Archdeacon of Richmond & Craven, Beverley Mason, as she went off to Liverpool to be the Bishop of Warrington. We later welcomed Jonathan Gough to be the new Archdeacon, working closely with the Bishop of Ripon who also came to us at the beginning of the year. Bishop Helen-Ann’s Maori welcome in Ripon Cathedral was not only unforgettable, but also reminded us that we are part of a worldwide church that embraces contexts, cultures, languages and societies very unlike our own.

This has proved to be important as the diocese continues to build its partnership links around the world – the seven we inherited from the historic dioceses and a new one. Our close ties with Sri Lanka, Tanzania (Mara, Rorya, Tarime), Sudan, Pakistan (Faisalabad), USA (Southwestern Virginia), Germany (Kirchenkreis Erfurt) and Sweden (Skara) continue to be developed, enabling us to look through the eyes of others at who and how we are in our Christian faithfulness and service. And these relationships only thrive because of the personal links with individuals.

This year also saw further development of our Digital Learning Platform, our diocesan strategy, review of lay ministries, and attention to financial matters. A new Chief Financial Officer, Geoff Park, has brought great clarity to the diocese’s finances and this has been supported by the appointment of Irving Warnett as chair of the Finance, Assets and Investments Committee of the Diocesan Board. There is a straight line between parish share income and payment of clergy stipends; weakness in the former will have consequences for the latter, and these matters were under serious review during the year.

Our cathedrals have continued to grow their social media presence as they have also undergone changes of personnel and programme. Jonathan Greener headed south to Exeter and we welcomed Simon Cowling as the new Dean of Wakefield.

The nature of challenge faced by our diocese since we began at Easter 2014 is not to be underestimated. It is a mark of the determination and faithfulness of so many in the Diocese of Leeds that we have achieved so much. The bedrock of all our service is to be found in our parishes and institutions, and we are grateful to our clergy and lay leaders as they continue to lead locally in worship, prayer, evangelism and service. Much goes unnoticed more widely, but its value lies not in publicity, but in the lives reached and touched.

2018 ended with a review of the diocese conducted by external consultants. Constant review is vital and this will continue. At its heart will be our commitment to safeguarding and ensuring a rich, secure and imaginative environment for the work of God’s kingdom here.

The Rt Revd Nicholas Baines, Bishop of Leeds

“The bedrock of all our service is to be found in our parishes”
Our Mission, Vision & Strategy

The Diocese of Leeds is evolving successfully following its formation at Easter 2014 and has developed a bold shared vision for 2019-2024.

Our shared vision is for
Confident Christians | Growing churches
Transforming communities

Characterised by
Loving Living Learning

Enabled by
Clergy and lay together | Purposeful resourcing
Dynamic partnerships

Achieved by
Thriving as a distinctive diocese
Reimagining Ministry
Nurturing lay discipleship
Building leadership pathways
Growing young people as Christians

Our goals are the means by which we can mature into the kind of church we are called to be and by which we will be equipped to reach out to the world around us.

The Diocesan Strategy, underpinned by prayer, creates a route map towards 2024 by setting clear priorities and promoting rigorous decision-making that reflect the financial climate.

“Speaking the truth in love, we will grow to become in every respect, the mature body of him who is the head, that is Christ”

Ephesians 4:15
Who we are and what we do

From Ripon to Bradford, Huddersfield to Wakefield and Leeds to Richmond, our clergy carried out more than 1,000 weddings, 4,000 funerals and 2,500 baptisms, reaching into the hearts of the diverse communities we serve.

Ministry and Mission in toughening times saw extra energies put into the growth and strengthening of outreach work including foodbanks, dementia care groups and community inter-faith relationships.

The Leeds Diocesan Board of Finance (LDBF) funds the stipendiary costs of our 272 clergy plus those in training – channelling Parish Share money to keep the good work going. The LDBF also pays into pensions and for the upkeep of clergy houses in our parishes.

Our unique diocese has three cathedrals, three minsters and 656 churches, which are supported by lay readers and worshippers working together across the region from inner city to remote rural parishes.

Children and young people are supported by the diocese in 240 schools, working with local authorities to give them the best educational outcomes. Our churches host hundreds of groups for children of all ages, often helped and guided by diocesan experts.
Change, adaptation and constant flexibility have been at the heart of our progress during 2018.

It was a year, not without its challenges - we said farewells to valued members of staff who left through voluntarily redundancy during a period of time which reflected the clear need to reconsider our financial sustainability and prioritise how we focus our resources.

That need has prompted ongoing reviews of our governance, how we manage our assets, how we support our parishes and of course how we develop our vision and mission in relation to the 2019 - 2024 diocesan strategy. Financial realism has been central to all decision making but always married to our shared Christian commitment to fulfil our mission alongside parishes.

There is still a lot to be done as we shape ourselves for the future, but new plans and new ways of working are already in place or under development. Look out for the Parish Giving Scheme as it comes on stream during the next 12 months. We have received positive support from the National Church for the work we do – notably through strategic development funding for five Resource Churches in the Leeds Episcopal Area and the creation of Fountains Church, an exciting new worship space in Bradford’s city centre, the bid for which was approved in November 2018. More strategic plans are being developed across the episcopal areas and we trust we will continue to find the national support required to deliver future plans.

Diocesan teams continue to provide expert help and advice across our diverse diocese, nurturing young people in our schools and churches, in community outreach projects with the disadvantaged and in supporting clergy and laity to work and flourish together. This work will continue to develop as we focus on diocesan strategic priorities, so we can provide a service that meets the needs of the parishes in the Diocese of Leeds in the years ahead.

We are also now more present in the public square than ever before, communicating and interacting with the wider world via all modern media platforms.

The loss of the qualities and skills of several members of staff made 2018 more challenging for those who continue working and I would like to thank all current members of staff for their resilience during some difficult times. I don’t underestimate the decisions taken by those who voluntarily moved on or retired, and I would like to acknowledge their enormous contribution over many years. We have missed them!

Thanks to everyone who has played their part in the work of this Diocese, across the region and here at Church House.

Debbie Child, Diocesan Secretary

“New plans and new ways of working are already in place or under development”
The Cathedrals of the Diocese

The Diocese of Leeds is unique in the Church of England in having three cathedrals. One of the central roles of any cathedral is to support the bishop of the diocese in his or her mission, and Bradford, Ripon, and Wakefield Cathedrals are able to support the mission of Bishop Nick especially effectively through our distinct but complementary missionary contexts. All three deans are committed to ensuring that we serve the whole diocese, and to making our cathedrals places of welcome and resource for parishes and deaneries in all five episcopal areas.

The past year has been one of both change and continuity in all three cathedrals. Wakefield Cathedral welcomed a new Dean, Simon Cowling, at the end of September. Enormous thanks go to Canon Tony Macpherson who was acting Dean during the vacancy. Causes for celebration included the completion of a project (supported by the Cathedrals WWI Commemoration Fund) to restore and protect our nationally significant collection of Victorian stained-glass windows, the appointment of an education and learning officer who is making a huge contribution to our mission and outreach, and the Installation of the Bishop of Skara, Åke Bonnier, and the Area Bishop of Ripon, Helen-Ann Hartley, as honorary canons. Wakefield looks forward to 2019 with trust, confidence, and faith.

During 2018 Bradford Cathedral welcomed a number of new staff members who have brought both creativity and energy. The post of Communications, Marketing and Events Officer has had an immediate impact on our social media profile. We launched the World War 1 HLF Bells Project on the same day that we re-dedicated the bells after significant repair work. It was a great community event. In addition, we have launched other community initiatives such as Places of Welcome and a Stitching the Cathedral project that has created its own supportive network. We hosted the Thy Kingdom Come Diocesan event and now have over one hundred special services and events a year. A chorister recruitment drive was particularly successful. We approach our Centenary year full of hope and expectation.

Ripon Cathedral hosted several diocesan services, including: the welcome of Bishop Helen-Ann; the farewell for Archdeacon Bev Mason; and the NHS 70th anniversary celebrations. Marking Yorkshire Day involved gathering mayors from across Yorkshire and, in addition to a packed service, a civic lunch for over 200 in a marquee in the Dean’s Garden. First World War commemorations ran from the centenary of Wilfred Owen’s final birthday in March, to the extremely popular Fields of Mud, Seeds of Hope exhibition in October and November. The Bishop of Hanover, a canon of Ripon, joined Bishop Nick on Remembrance Sunday. A rural conference was held in November; support given to Ripon as a City of Sanctuary; visitor numbers increased by over 16,000; and the annual Boxing Day Pilgrimage to Fountains Abbey attracted record numbers.

Dean of Bradford Cathedral, the Very Revd Jerry Lepine
Dean of Ripon Cathedral, the Very Revd John Dobson
Dean of Wakefield Cathedral, the Revd Canon Simon Cowling

“We serve the whole diocese”
Having joined the Leeds Diocesan Board of Finance (LDBF) in February 2018, it is fair to say that it has been an eventful first year. There has quite a lot of publicity about some of the financial challenges faced by the LDBF and as ever with these matters, the reality is a little more nuanced than seen in the press.

At the formation of the Diocese of Leeds in 2014 it was always known that there would be a period of investment when cash deficits would be run and Diocesan Synod approved the usage of unrestricted reserves to fund this. However, in early 2018 it became clear that the cash deficit was running higher than could be sustained from available reserves – a large portion of the LDBF’s reserves are held in property. This was partly due to the aforementioned investment but half the cash deficit was due to the funding of pension deficits on both clergy and lay defined benefit schemes, which in 2018 required cash contributions of £1,352,000. These contributions have increased significantly in the last five years due to factors beyond the LDBF’s control.

As a result of the deficit, the LDBF Board agreed a series of cost reduction measures, which included reductions in non-staff expenditure (e.g. property maintenance costs), the closure of the lay workers Defined Benefit Schemes, a job evaluation and salary harmonisation process for lay staff and, regrettably, a voluntary redundancy process for lay staff. As a result of these measures, both the cash deficit and the accounting deficit have reduced significantly in 2018 and will continue to reduce in 2019.

Overall, the LDBF ran an accounting deficit of £720,000 in 2018, which is an improvement of over £1,700,000 on 2017 when the deficit was £2,453,000 (excluding one-off pension charges). The improvement was driven by lower non-staff expenditure (e.g. property maintenance costs), the closure of the lay workers Defined Benefit Schemes, a job evaluation and salary harmonisation process for lay staff and, regrettably, a voluntary redundancy process for lay staff. As a result of these measures, both the cash deficit and the accounting deficit have reduced significantly in 2018 and will continue to reduce in 2019.

The largest part of the LDBF’s income continues to come from Parish Share, with £13,812,000 received during the year, which was in line with 2017. As a percentage of the share request this dropped from 88% in 2017 to 86%, as the overall request was increased by 2%. Thank you to everyone for your contributions, which enables us to maintain ministry across the Diocese, both in more and less affluent places.

As we progress through 2019 I am confident that we are heading in the right direction, however, there is still work for us to do to ensure we have long term financial stability. To achieve this we will need to find ways of either increasing our income or further reducing our costs to match our current income.

**Geoff Park, Chief Finance Officer**

<table>
<thead>
<tr>
<th>Unrestricted Funds (£’000)</th>
<th>2018 Actual</th>
<th>2017 Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parish Share</td>
<td>13,812</td>
<td>13,811</td>
<td>1</td>
</tr>
<tr>
<td>National Church</td>
<td>4,700</td>
<td>4,028</td>
<td>672</td>
</tr>
<tr>
<td>Other</td>
<td>3,653</td>
<td>3,551</td>
<td>102</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>22,165</td>
<td>21,390</td>
<td>775</td>
</tr>
<tr>
<td>Raising Funds</td>
<td>(92)</td>
<td>(98)</td>
<td>6</td>
</tr>
<tr>
<td>Charitable Activities</td>
<td>(22,135)</td>
<td>(24,832)</td>
<td>2,697</td>
</tr>
<tr>
<td>Other</td>
<td>(658)</td>
<td>(569)</td>
<td>(89)</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td>(22,885)</td>
<td>(25,499)</td>
<td>2,614</td>
</tr>
<tr>
<td><strong>Net Expenditure before Investment gains</strong></td>
<td>(720)</td>
<td>(4,109)</td>
<td>3,389</td>
</tr>
</tbody>
</table>
Unrestricted Income Analysis:

<table>
<thead>
<tr>
<th>Income (£'000)</th>
<th>2018 Actual</th>
<th>2017 Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parish Share</td>
<td>13,812</td>
<td>13,811</td>
<td>1</td>
</tr>
<tr>
<td>National Church</td>
<td>4,700</td>
<td>4,028</td>
<td>672</td>
</tr>
<tr>
<td>Statutory Fees</td>
<td>1,153</td>
<td>1,106</td>
<td>47</td>
</tr>
<tr>
<td>Housing Income</td>
<td>636</td>
<td>603</td>
<td>33</td>
</tr>
<tr>
<td>Investment Income</td>
<td>634</td>
<td>666</td>
<td>(32)</td>
</tr>
<tr>
<td>All Churches Trust</td>
<td>335</td>
<td>336</td>
<td>(1)</td>
</tr>
<tr>
<td>Retreat Centre</td>
<td>245</td>
<td>260</td>
<td>(15)</td>
</tr>
<tr>
<td>School Services</td>
<td>179</td>
<td>96</td>
<td>83</td>
</tr>
<tr>
<td>Other</td>
<td>471</td>
<td>487</td>
<td>(17)</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>22,165</strong></td>
<td><strong>21,390</strong></td>
<td><strong>775</strong></td>
</tr>
</tbody>
</table>

Unrestricted Expenditure Analysis:

<table>
<thead>
<tr>
<th>Expenditure (£'000)</th>
<th>2018 Actual</th>
<th>2017 Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Church</td>
<td>(1,121)</td>
<td>(1,067)</td>
<td>(54)</td>
</tr>
<tr>
<td>Parish Ministry</td>
<td>(11,199)</td>
<td>(11,477)</td>
<td>278</td>
</tr>
<tr>
<td>Clergy Property</td>
<td>(3,187)</td>
<td>(4,117)</td>
<td>930</td>
</tr>
<tr>
<td>Resourcing Parish Ministry</td>
<td>(4,083)</td>
<td>(3,830)</td>
<td>(253)</td>
</tr>
<tr>
<td>Central Support</td>
<td>(1,245)</td>
<td>(1,633)</td>
<td>388</td>
</tr>
<tr>
<td>Education</td>
<td>(870)</td>
<td>(805)</td>
<td>(65)</td>
</tr>
<tr>
<td>Retreat Centre</td>
<td>(304)</td>
<td>(247)</td>
<td>(57)</td>
</tr>
<tr>
<td>Lay Pension Accrual</td>
<td>(126)</td>
<td>(1,656)</td>
<td>1,530</td>
</tr>
<tr>
<td><strong>Total Charitable Activities</strong></td>
<td><strong>(22,135)</strong></td>
<td><strong>(24,832)</strong></td>
<td><strong>2,697</strong></td>
</tr>
<tr>
<td>Raising Funds</td>
<td>(92)</td>
<td>(98)</td>
<td>6</td>
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<tr>
<td>Other</td>
<td>(658)</td>
<td>(569)</td>
<td>(89)</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>(22,885)</strong></td>
<td><strong>(25,499)</strong></td>
<td><strong>2,614</strong></td>
</tr>
</tbody>
</table>

“We are heading in the right direction”
Chief Finance Officer’s Report

Fund Position at 31 December 2018
Total funds of £191.4m include £162.5m of property assets, which are predominantly used to house clergy. Unrestricted investment and current assets were £6.4m at 31 December 2018, up by £1.5m from December 2017.

<table>
<thead>
<tr>
<th>(£'000)</th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Endowment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Assets (e.g. property)</td>
<td>41,386</td>
<td>3,036</td>
<td>118,067</td>
<td>162,489</td>
</tr>
<tr>
<td>Investments (e.g. equities, funds and glebe land)</td>
<td>2,084</td>
<td>10,608</td>
<td>18,602</td>
<td>31,294</td>
</tr>
<tr>
<td>Current Assets (e.g. cash, deposits and debtors)</td>
<td>4,357</td>
<td>3,334</td>
<td>3,317</td>
<td>11,008</td>
</tr>
<tr>
<td>Creditors (e.g. pensions)</td>
<td>(5,179)</td>
<td>(1,997)</td>
<td>(6,254)</td>
<td>(13,430)</td>
</tr>
<tr>
<td>Closing Funds</td>
<td>42,648</td>
<td>14,981</td>
<td>133,732</td>
<td>191,361</td>
</tr>
</tbody>
</table>

Budget 2019
The budget for 2019 was approved in autumn 2018 and shows an expected reduction in the deficit to £54,000. However, 2019 (like 2017 and 2018) includes c.£750,000 Restructuring Funding from the National Church that will not be present from 2020 onwards. Therefore, it is expected the deficit will increase again in 2020.

The Sustainability Plan presented to Synod in October 2018 indicated that the objective was to balance the budget through a combination of reducing expenditure (two thirds) and increasing income (one third). Whilst significant progress has already been made on reducing expenditure, growing income is going to take time. This applies to both Parish Share and other income streams.

<table>
<thead>
<tr>
<th>Unrestricted Funds (£’000)</th>
<th>2019 Budget</th>
<th>2018 Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parish Share</td>
<td>14,290</td>
<td>13,812</td>
<td>478</td>
</tr>
<tr>
<td>National Church</td>
<td>4,454</td>
<td>4,700</td>
<td>(246)</td>
</tr>
<tr>
<td>Other</td>
<td>3,312</td>
<td>3,653</td>
<td>(341)</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>22,056</td>
<td>22,165</td>
<td>(109)</td>
</tr>
<tr>
<td>National Church</td>
<td>(1,251)</td>
<td>(1,121)</td>
<td>(130)</td>
</tr>
<tr>
<td>Parish Ministry</td>
<td>(11,483)</td>
<td>(11,199)</td>
<td>(284)</td>
</tr>
<tr>
<td>Clergy Property</td>
<td>(3,603)</td>
<td>(3,187)</td>
<td>(416)</td>
</tr>
<tr>
<td>Resourcing Parish Ministry</td>
<td>(3,466)</td>
<td>(4,083)</td>
<td>617</td>
</tr>
<tr>
<td>Central Support</td>
<td>(1,158)</td>
<td>(1,245)</td>
<td>87</td>
</tr>
<tr>
<td>Education</td>
<td>(826)</td>
<td>(870)</td>
<td>44</td>
</tr>
<tr>
<td>Retreat Centre</td>
<td>(284)</td>
<td>(304)</td>
<td>20</td>
</tr>
<tr>
<td>Other</td>
<td>(39)</td>
<td>(876)</td>
<td>837</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td>(22,110)</td>
<td>(22,885)</td>
<td>775</td>
</tr>
<tr>
<td>Net Expenditure before Investment gains</td>
<td>(54)</td>
<td>(720)</td>
<td>666</td>
</tr>
</tbody>
</table>
Diocesan Retreat and Outdoor Centre

**Parcevall Hall** is the diocesan retreat house. In the heart of the Dales, it welcomes residential guests and visitors all year round. Set in beautiful gardens and surroundings near Skyreholme, guests and groups of many kinds, secular and religious, have experienced peace and tranquillity since the hall opened as a Retreat House in 1963, having been bequeathed to the Guardians of the Shrine to Our Lady of Walsingham by its last owner, Sir William Milner. Its famous gardens attract thousands of visitors each year to 24 acres of formal and informal spaces which are stocked with exotics collected by Sir William from around the world, especially Western China and the Himalayas. Many courses on spirituality, art and nature take place at the hall, which is also a conference centre and has recently hosted key meetings between the Diocese of Leeds bishops and bishops from our Link Dioceses around the world. Groups and individuals are invited to book private rooms at the hall for a day or more of thoughtful peace away from daily life.

**Marrick Priory** is an historic 12th century medieval building supported by the Diocese of Leeds, that was developed as a residential outdoor centre in the 1970s. Situated in Swaledale, in the heart of the Yorkshire Dales National Park, it welcomes groups of visitors from all over the world and youngsters from our schools in particular. The priory is licenced to provide a wide range of adventurous activities and offered activities include rock climbing, canoeing, kayaking, caving, orienteering, hill walking, mountaineering, archery, zip wires, low and high ropes courses and team building exercises. It is also used by schools, youth groups, churches and adult groups interested in areas such as art, drama, music, history, environmental study, spiritual retreat and reflection. Groups enjoy sole use of the building, which can host groups of 50 people overnight. The diocese is instrumental in nurturing this asset and appoints half its trustees.
The Ministry and Mission Team spans six core areas: lay training, clergy development, church growth, social engagement and urban renewal, vocations and children and young people. The Team provides an integrated approach to resourcing ministry and mission within episcopal areas and across the diocese, striving to achieve ‘dynamic partnerships’. During 2018, this ‘purposeful resourcing’ of ministry and mission has been developing in step with the emerging diocesan strategy. This includes efforts to identify and resource new ways of promoting ‘clergy and lay together’.

All three ‘enabling means’ of the diocesan strategy are therefore incorporated into the work of the Ministry and Mission Team, as its members work to promote the diocesan vision for Confident Christians, Growing Churches, Transforming Communities. This work covers a vast array of support activity, including the implementation of Leading your Church into Growth, establishing ‘Places of Welcome’, resourcing those engaged in youth ministry, overseeing the training of curates, supporting clergy in their first incumbency, and resourcing Messy Church.

Three major initiatives in 2018 have paved the way for the furtherance of two particular goals of the Diocesan Strategy: Goal 2 (‘reimagining ministry’) and Goal 3 (‘nurturing lay discipleship’). In June, a thousand people from every corner of the diocese gathered in Harrogate Convention Centre for a Diocesan Lay Conference of unprecedented scale. The packed programme of keynote addresses and self-select sessions provided renewed impetus for lay ministry and discipleship. Parish delegates met with their incumbents beforehand and enthusiastically shared experiences with their PCC afterwards, stimulating fresh thinking about resourcing lay vocation in church activities and the whole of life.

A second far-reaching initiative was the Digital Learning Platform (DLP), launched at the Lay Conference (https://learning.leeds.anglican.org/). By the end of the year, five hundred people had signed up, to access courses, events and resources, join shared-interest on-line learning communities and take part in Moodle-based on-line courses. A third initiative was developing diocesan wide schemes for lay worship leaders and lay pastoral ministry, building on schemes already operating in parts of the Diocese.

Other ventures have also helped build momentum for addressing Goals 2 and 3 of the Diocesan Strategy, often working with national initiatives, again exemplifying ‘dynamic partnerships’. The Diocese of Leeds joined five other dioceses to form a learning community, as part of the national Setting God’s People Free initiative. This provided a forum for developing good practice in resourcing lay people to live out their faith in their day-to-day lives, whether at work, in the community or at school. One practical outcome was the establishment of ‘beacon parishes’ in each of the five Episcopal area. Their function is to support one another in trialling resources and promoting good practice in their deaneries.
Another venture contributing to these two goals is the work of the Prayer and Spirituality Group. Under the Direction of the Prayer and Spirituality Co-ordinator, the Group has overhauled diocesan provision of spiritual directors for clergy and lay people and have established prayer and spirituality teams for each episcopal area.

There has also been a focus on resourcing ministry and discipleship in particular diocesan contexts. Representatives from seven parishes were sponsored to attend a national conference for promoting church growth in urban estates. Representatives from rural parishes formed a diocesan working group to consider how ministry in multi-church benefices can be re-imagined. This working group engaged with national initiatives in this area, including the paradigm of ‘focal ministry’, piloted in St David’s Diocese, and the ‘Thrive’ learning communities developed jointly by CPAS and the Arthur Rank Centre.

Resourcing a ‘holistic’ approach to mission has also been a means of furthering Goals 2 and 3. This has included an emphasis on care for the environment. Initiatives have included churchyard conservation training events and the establishment of parish environment representatives.

A significant contribution to Goal 4 (‘building leadership pathways’) was made by the appointment of a diocesan Director of Interns. This role is linked to the Resource Church Programme in Leeds, funded by through the Church Commissioners SDF grant scheme. The Resource Church intern programme will be used as a springboard for developing a diocesan-wide intern programme. The provision of in-service training of curates by the Clergy Development Team was another contribution to Goal 4. As part of their year-round training programme, 60 curates took part in the annual residential.

An augmented Children, Young People and Families Team has been building diocesan capacity for addressing Goal 5 (Growing Young People as Christians). This has included a diocesan-wide ‘Ignite’ programme, providing support and inspiration for lay people and clergy working with children and young people. The team has worked in partnership with movements already well-rooted in the diocese, such as Jesus-Shaped People and Messy Church. It also oversaw the engagement and integration of the youth cohort in the Diocesan Lay Conference.

In 2019, the Ministry and Mission team will continue to contribute to all five strategic goals. Particular areas of focus include reviewing Reader ministry, resourcing the development of ‘Interim ministers’, promoting pioneering work among young people and expanding grassroots community engagement with the aid of a reconfigured joint-venture arrangement with the Church Urban Fund.

The Revd Canon Andrew Norman, Director of Ministry and Mission

“An integrated approach to resourcing ministry and mission”
Here are some highlights from across our five Episcopal Areas:

**Bradford Episcopal Area**

A brand new Anglican church is set to open in the beating heart of Bradford later this year following hard work in 2018, which secured £3.1 million from the Church Commissioners’ Strategic Investment board. Fountains, a Christian worship centre in a former nightclub, with its own café and gym, is to be created in the City Park area to reach out to the whole community.

Funding will be spread over the next six years and pay for necessary building works, plus the establishment of a strong, energetic church team who will develop a centre of real influence. Bishop of Bradford, the Rt Revd Toby Howarth said: “This is a wonderful leap forward in growing the spiritual identity of Bradford. It will have a mandate from the start to grow and send folk out to plant new churches and revitalise existing congregations around the area.”

Interfaith relations were central to work in the Bradford EA last year, with friendships and conversations increasing in depth and range.

“We have been overwhelmed by the generous, enthusiastic response from people who love Bradford and who are willing to embrace both opportunities and risks- in particular, keen Anglican parish churches in the Bradford District,” Bishop Toby said.

**Huddersfield Episcopal Area**

This has been a year of considerable change in the Huddersfield Area, with a number of long-standing colleagues retiring or moving on to pastures new and new incumbents taking their roles, says Bishop of Huddersfield, the Rt Revd Jonathan Gibbs. “We have placed considerable emphasis on churches working with local schools and reaching out to children, young people and families, something which has begun to bear fruit and on which we are hoping to build for the future,” he said.

Highlights have included a poignant Remembrance-tide Concert at Halifax Minster, performed by a girls choir from the German city of Hanover, as part of the commemorations of the Armistice in 1918. On that weekend, Bishop Jonathan preached at an international ecumenical service of commemoration in the Berliner Dom, Germany.

The Area is also in the process of reviewing its Deanery structures and discussions are now underway about the possibility of formalising these changes later in 2019.

Important work has also gone on with regard to interfaith relations and community cohesion, with clergy colleagues in Kirklees and Calderdale playing a leading role in bringing communities together and challenging division and extremism.

**Leeds Episcopal Area**

A new wave of church growth, supported by targeted funding from the Church Commissioners, has been a significant part of the strategy for the Leeds Episcopal Area in 2018. The Bishop of Kirkstall, the Rt Revd Paul Slater, who chairs a working group to develop diocesan strategy, said that while this was not the only initiative, it marked a step change in addressing growth in the city of Leeds. “Resource Churches develop people with the knowledge, confidence and strength to help revitalise other churches through a process of agreed planting,” he said.
Episcopal Areas

The five Resource Churches are St George's Leeds, St Luke's Holbeck, St Edmund's Roundhay, St Matthias/Riverside and St Paul's Ireland Wood. St Paul's Ireland Wood has itself been revitalised by a plant from St George's Leeds. Work in 2018 also secured similar funding for a new-style church to suit the needs of city workers, thanks to an £800,000 grant from the national church. Holy Trinity Church, Boar Lane will offer special weekday services at times tailored to people's busy lives and already has the backing of business leaders and Leeds City Council.

This well-known central landmark had faded as a spiritual presence in the city, with almost all its religious activity ceasing last summer. However, £797,876 from the Church of England’s Strategic Development Fund means it will be reborn in 2019 as a place of weekday ministry designed to reach out and welcome city centre professionals, with a start date scheduled for 2020. Bishop Paul said: “A key part of the work in Leeds EA is to grow leadership capacity, lay and ordained and our Intern Programme is making a vital contribution to this.”

Ripon Episcopal Area

2018 saw the Rt Revd Dr Helen-Ann Hartley welcomed as Bishop of Ripon. She has visited and learned from parishes across our largest Episcopal Area and written extensively for the media on the pressing issues facing farming and rural communities.

“Our churches are often key local players in communities, and therefore sustaining mission and ministry is vital,” says Bishop Helen-Ann. “Our Diocesan strategy gives us immense opportunities to plan for the future, and be creative in how we use our resources. While our aim is always to share the good news of Jesus Christ, we do need to work out how that message of hope might be shared in such ways that people are confident in the narrative of our faith, and want to engage in it.”

Clergy vacancies are a priority for Bishop Helen-Ann and the Area Deans – now joined by the new Archdeacon of Richmond and Craven, the Venerable Jonathan Gough, who replaced the Rt Revd Beverley Mason, now the Bishop of Warrington. “It is a joy to work with the excellent Area staff team, to hear of the wonderful ways in which church communities are engaging in God’s mission, and the tireless commitment of so many people in different ways: volunteers, wardens, lay ministers, clergy, retired clergy, the list goes on!” Bishop Helen-Ann said.

Wakefield Episcopal Area

The clergy and people of the Wakefield Episcopal Area are doing their best to be intentionally missional and to live out what it is to be part of the young Diocese of Leeds. The challenges of the area are not insignificant. Twice monthly, the Bishop’s Breakfasts bring civic and business leaders of the Area together, the Follow Me course at the Cathedral is one example of people from all traditions coming together to go deeper into the mystery of God’s love. “We’re enjoying having a new Dean and new clergy moving into the Area are helping us to think in new and different ways,” said the Bishop of Wakefield, the Rt Revd Tony Robinson.

“Travelling around this Area it is heartening to see our clergy and so many others holding their people hopefully before God. Fragmented lives are quietly being put back together and in our schools, young people learn what a multi-faith and multi-cultural communities should be like.

“It is humbling that so many have the courage to swim against the tide, witnessing to God’s great and moving existence. People take seriously the calling of the church to be a springboard for social action: just look at the number of people using our food banks, the work being done alongside asylum seekers and the care being shown to the homeless. The incredible thing is that people don’t lose heart, hope and enthusiasm for the Gospel. There’s plenty of Good News in the Wakefield Episcopal Area,” Bishop Tony said.
The Diocesan Board of Education (DBE) cares for 240 church schools and academies serving 64,000 children, as well as having responsibility for the over-arching vision for their education. All of these schools, and our Multi-Academy Trusts, are supported by the officers of the DBE, the Director Richard Noake and Education Team at Church House. 2018 saw the Education Team having to restructure and say goodbye to several long-serving colleagues. Nevertheless, the work of the DBE went from strength to strength, in part due to the recruitment of some highly experienced staff.

More schools worked with the team through the service level agreement and by the end of the year over 75% of schools had bought into the package of targeted support. The new Anglican school inspection schedule (SIAMS) launched in September 2018 and much of work of the Education Team throughout the year focussed on training and supporting schools to better articulate their distinctive Christian vision, helped by the recruitment of a specialist adviser for RE.

An increasing number of schools attended training to use the excellent resource that is Understanding Christianity and the majority of our schools now use the resource to help children and young people to understand Christianity as a living faith. The Education Team also provided anti-bullying training for school staff and governors around the Church of England’s report on homophobic, transphobic and bi-phobic bullying: Valuing All God’s Children.

Rural sustainability is a matter for all areas of the work of the diocese and our schools’ work is integral to that debate. The DBE hosted a national rural schools conference and from that launched a rural network for schools, attracting 60 schools to that group. Bishop Jonathan Gibbs, Chair of the DBE along with the Director of Education were involved in a conference on rural schooling at Lambeth Palace. The DBE continues to call for strategic approaches to managing schools in rural areas and by the end of the year Local Authorities were engaging with that request.

The academies programme continued to be busy with two new church trusts going live and schools continuing to convert.

We await a new Ofsted framework (September 2019), which happily looks to be more closely aligned to the new SIAMS schedule. Government proposals on Relationship and Sex Education will require more advice and training for church schools. The diocesan strategy with its clear reference to work with children, young people and schools, alongside the national report Growing Faith, will also provide focus to the work of the DBE.

Richard Noake, Director of Education

“Work has gone from strength to strength”
The Diocesan Advisory Committee (DAC) helps worshippers develop church buildings for mission to support our vision of Confident Christians, Growing Churches and Transforming Communities. This vision underpins its statutory work of supporting parishes in navigating the faculty jurisdiction and caring for their buildings. The DAC takes to heart its duty, as set out in legislation, that it must have “due regard to churches as local centres of worship and mission”.

Individual advice is given to help parishes envisage how their historic church buildings can be better equipped, whilst retaining that which is special and inspiring.

Reordering churches to accommodate greater flexibility of use can make them more attractive to children and younger people by allowing new styles of worship and other activities, increasing opportunities for growing young people as Christians.

Churches with improved, modern facilities and better comfort levels can become a venue for groups exploring the Christian faith outside of traditional worship services. Hospitable buildings draw people in, make them want to stay after services and encourage them to use the building throughout the week for other activities, broadening the opportunities for nurturing lay discipleship, outreach and income generation.

Throughout 2018, the DAC supported many individual parishes to maintain and make changes to their church buildings, large and small. With the aim of building up the ‘have a go’ culture of the diocese, the DAC has sought to empower parishes with the knowledge and resources to run building projects. A particular highlight was a summer ‘day out’, where we took a coachload of parish representatives to see four churches where kitchens had been introduced and to hear from the local people on great tips for surviving and delivering a major project.

The DAC is proud to be contributing to the reputation of Leeds as a distinctive diocese at the forefront of tackling climate change. Working with the Diocesan Environmental Officer and National Environmental Policy Officer, the DAC put on a conference at Wakefield Cathedral on sustainable heating and lighting solutions for church buildings. More training and resources on improving the environmental performance of church buildings (historic and modern) will continue into 2019. The DAC is particularly excited to be working with churches that are being developed as Resource Churches. The DAC has been working with some such churches throughout 2018 and hope to see the progress and fruition of ambitious schemes that utilise their buildings to support continued growth and expanded use.

Lisa McIntyre, Diocesan Advisory Committee Secretary

“Building up the ‘have a go’ culture of the diocese, the DAC has sought to empower parishes”
From plastics in our oceans, to the collapse of our insect populations, we are all aware of the environmental crisis that humanity is facing. This is as massive challenge for us all, so the Diocesan Environment Team has supported parishes to bring the message of Christ’s love for all of His creation and enact the hope of the world’s renewal through His death and resurrection. The team includes the Diocesan Environment Group, chaired by the Bishop of Kirkstall, the Rt Revd Paul Slater; the Diocesan Environment Officer; voluntary Episcopal Area Environment Champions. The Diocese of Leeds is a leader in this area of mission and ministry and has developed initiatives that go national, such as the Green Journey, a dynamic partnership with a commercial energy consultant. This has delivered a package of services to churches enabling over 300 churches to have energy surveys and 2,142 tonne of annual carbon reductions.

Becoming “carbon literate” is key to reducing our carbon footprint, so we have developed a bespoke Church Carbon Calculator tool and run four training courses for Parish Environment Reps. This tool is now being considered to be adapted for national use. Working towards being an Eco Diocese, four churches in the Diocese have achieved Silver Eco Church awards and six have gained Bronze awards.

Food has a large carbon footprint, so reducing food waste is important as well as offering an opportunity to feed our local communities for example at the Junk Food Café at All Hallows, Leeds. With their tree planting Bradford Cathedral are building relationships across the community and capturing carbon.

St Mark’s Harrogate have been supporting their local climate action group and Bishop Paul is a member of the Leeds Climate Commission.

We helped to coordinate a Leeds Interfaith Climate Forum event in November, and will continue to develop this in 2019. A wide range of environmental resources and news stories has also been published bi-monthly in our environment e-newsletter, God’s Green Fingers.

We are building a team of Area Environment Champions, (now covering three Episcopal Areas) and supporting our 70 Parish Environment Reps. We are also working with the Children, Young People and Families Team to offer Christian hope to our young people who may feel they are facing an overwhelming global crisis.

Jemima Parker, Diocesan Environment Officer

“The Diocese of Leeds is a leader in this area of ministry”
Church buildings engender a sense of place, focus local collective memories and clearly show Christ’s loving presence within a community. Alongside providing advice and support for individual parishes, in 2018 the Buildings for Mission project increased its emphasis on the development of strategic and robust ‘Dynamic Partnerships’ across the Diocese of Leeds.

Of course, in order to become part of a strategic local partnership, it is important to have an individual ‘offer’ – something of value that sets us apart from other partners.

Across the diocese we have 600+ church buildings and tens of thousands of Christians working to serve the needs of their communities, which we don’t shout about but which are vital to so many people. Just as no two church buildings are identical, there is no ‘one-size-fits-all’ missional activity, although there are many examples of projects that can be adapted to suit the needs of the local community, such as the excellent Places of Welcome initiative. Civic leaders and the Council for Voluntary Services recognise the importance of buildings in which individuals can come together to form communities. Voluntary Action Leeds has a database of over 3,500 community led organisations operating across the city, of which only a handful are faith groups because we just get on and do things.

Engaging with potential partners and demonstrating the value we add to our communities has resulted in the emergence of some very strong, active, useful partnerships that are now beginning to add real value to projects in parishes and in some cases, showing growth in activities such as Messy Church, as well as support for building development projects. The Council for Voluntary Services in particular are plugged in to local circumstances and continue to offer new missional opportunities alongside advice, support and training for PCC members, including capacity building and shared delivery of services.

Similarly grant funders are more inclined to support projects that can clearly demonstrate community benefit. Therefore local partnerships are vital to successful applications that in turn ensure the sustainability of our buildings for the future.

It is an absolute privilege to be able to engage with organisations beyond the Church, to demonstrate the value of our collective mission and be a part of the development of partnerships that will transform communities. In 2019 I hope to be able to expand this work and develop strategic plans across each of the Episcopal Areas that recognise and address the needs of the communities our churches were built to serve.

Sue Booth, Buildings for Mission Officer

“No two church buildings are identical, there is no ‘one-size-fits-all’ missional activity”
Communicating the good work and inspiring stories from our wide and diverse diocese is vital for growth and engagement. Traditional media have frequently carried positive news stories about our parishes, churches and cathedrals, be that refurbished bells at Horbury, food banks in Wakefield, investment in Bradford’s new Fountains Church or bold plans to revive Holy Trinity, Boar Lane, Leeds.

And in times of international crisis, such as the New Zealand and Sri Lankan terror attacks, our Bishops have been prominent with comment pieces in print and broadcast media. Bishop Nick has maintained a high national presence with his much-endorsed calls for sane and civil discussion on all matters relating to Brexit and Europe.

Following a staff restructure, the appointment of a digital and media officer has seen significant growth in the diocese’s online presence, combined with a redesigned website to suit the now dominant use of handheld devices. Similarly, the digital Enews bulletin, sent fortnightly to 5,500 subscribers, has been improved and updated to make it more handheld-friendly.

Mindful of continuing contact with all worshippers across the diocese, the parish magazine printed insert continues to be produced monthly, with some 25,000 distributed to our churches. The social media platforms of Facebook, Twitter and Instagram are growing healthily with end of year figures as follows: Facebook – 830, Twitter – 2814, Instagram – 637. The creation of both the Communications Champions and also the Leeds CoE Camera Club Facebook pages has also seen very positive interaction and growth.

Digital and social media training courses have contributed to that interaction, with 135 people having attended sessions at Church House and subsequently signing up to be Communications Champions. Similar sessions are scheduled for 2019 and also social media skills camps to be held in each of the Episcopal Areas.

The Communications Team also provided training on how clergy should cope with media during local emergency situations and hosted two courses led by the National Communications team. Providing advice on safeguarding issues and also coverage of court proceedings which may affect the diocese continued through the year and is an ongoing role of the Communications Team.

Educational issues, such as the challenges faced by rural CofE schools, also featured in the media during 2018 and the Communications Team supported the Diocesan Board of Education in those circumstances, providing statements and advice.

In uncertain political times, the need to spread the word of Church of England’s strong and supportive role in the public square could hardly be greater and the Communications Team is now strategically and technically equipped for that task.

Chris Tate, Director of Communications

“Communicating the good work and inspiring stories from our wide and diverse diocese”
Ensuring that the Property Team maintain fit for purpose housing is a critical component in supporting our parish clergy. This is achieved through the quinquennial and vacancy inspection and repair programme, which assesses properties condition and general suitability in terms of accommodation and location across the 462 properties at our disposal. During the course of 2018, there were over 70 houses that had vacancy works undertaken on them and around 50 properties were surveyed as part of the quinquennial programme.

Our property and glebe assets were revalued during the year which has resulted in a capital value of circa £171m. Using our assets wisely is essential and in 2018 we received rental income of almost £570k from renting out glebe land and vacant properties.

Within the context of limited financial resources, we prioritised spending during the year on essential repairs and maintenance and this resulted in reducing the property budget by £930k to £3.4m.

A programme to review our property portfolio commenced during 2018 with decisions being take to sell a number of surplus properties, which also included the two former diocesan offices in Steeton (completed April 2019) and Wakefield. By the end of the year, six properties and one piece of land had been sold, which attracted sale proceeds of 2.2m.

Where properties are not utilised for clergy houses, there are other ways that the diocese uses these assets to support the communities in which we live. We work with a number of charities across the diocese whose work involves providing support and housing for asylum seekers (e.g. Abigail Housing and DASH - Destitute Asylum Seekers Huddersfield) or other vulnerable people. In these cases houses are leased or rented to the charities. Additionally, properties are made available to interns who live in shared houses thus reducing the costs of their housing provision and assisting them in their vocation and training.

Moving into 2019 we are continuing to review and rationalise the property portfolio, we are working with the Diocesan Environmental Officer to identify ways in which we can lead and promote the diocese’s environmental policy within our own houses, and seeking opportunities to maximise the potential of our glebe portfolio.

John Knox, Head of Change & Property

“Using our diocesan assets to achieve best value in what we do”
The unique nature of our diocese means that the Diocesan Mission and Pastoral Committee, a statutory body, delegates its functions to five Episcopal Area Mission and Pastoral Committees and a Closed Churches Task Group.

The AMPCs’ responsibilities include reviewing arrangements for pastoral supervision and care; preparing strategies or proposals for “making better provision for the cure of souls”; bringing forward proposals for pastoral reorganisation; and maintaining an overview of matters relating to church buildings in the diocese and their use.

In carrying out their functions the Committees have a general duty to have due regard to the mission of the Church of England, and also to take into account any financial implications; the need to allocate appropriate spheres of work and conditions of service for those engaged in the cure of souls; worship, mission and community as central to the life and work of the Church; and the traditions, needs and characteristics of particular parishes. A key element of the Committees’ work is considering how to make appropriate use of available ministry resources in relation to the mission and pastoral needs of the parishes.

During 2018, a total of 12 Pastoral Schemes and Orders came into effect across the diocese with 22 further proposals at various stages of the formal consultation process at the end of the year. In December 2018 there were 62 benefices in the Diocese where the patrons’ right of presentation was suspended or restricted. In the majority of these cases this was in order to facilitate potential pastoral reorganisation.

The Closed Churches’ Task Group is tasked with making every endeavour to find a suitable alternative use or uses for churches proposed to be closed and buildings which have been closed for regular public worship under a pastoral church buildings scheme. In 2018, three church buildings were sold and at the end of the year there were ten ongoing closed church cases. The Group also considers general issues relating to the care and use of closed church buildings.

Judith Calvert, Mission and Pastoral Secretary

“Making better provision for the cure of souls”
Stewardship and Income Generation

Advising and helping our benefices and parishes on how to maximise fundraising initiatives and nurture climates of generous giving are key areas covered by our Stewardship and Income Generation Team.

2018 saw a full change of staff in this vital area of support, with new appointments made in Spring 2019. Building on a legacy of hard work, an exciting mix of training, support and fresh resources for parishes will be launched very soon. An example of this is a template for churches to review their giving. Following a simple structure of ‘where are we now?’ ‘where would we like to be?’ and ‘how will we get there?’ this financial review provides handy prompts of things to consider before embarking on stewardship or fundraising activities.

Safeguarding

Keeping our shared worship spaces safe for children and adults is paramount and our team of Diocesan Safeguarding Advisors works closely with their National Church colleagues and parishes to attain the highest standards. This includes a number of initiatives originating from national safeguarding reports such as IICSA and SCIE. Those are balanced with always striving to work effectively with our regional and local partners.

In line with that ethos, hundreds of people across the diocese received a range of safeguarding training according to their needs in 2018.

Disability and Inclusion

Including disabled people in the life of the church is a Biblical mandate and it is accepted that this is an area which the church needs to address proactively.

Disabled people should be able to access our churches, not just as members of the congregation, but as people who may also contribute to leadership and be fully included in the life of the Church. This is supported by the Equality Act which applies to churches, which are classed as voluntary organisations must comply with this legislation.

We should be thinking how our welcome, worship, teaching and other activities can include everyone and much can be done at little or no cost to improve our welcome and accessibility for disabled people. There are a great many resources available to guide us in this process and advice is available from our Disability and Inclusion Officer, Katherine Grasham.

Further Information

If you would like more information on any aspect of this report, please email communications@leeds.anglican.org or to download a pdf of this report please visit leeds.anglican.org