

Summary Report on the Review of Diocesan Resources

A review of the Diocesan Resources was carried out by Dr Paul Glover in June 2014 at the request of the Bishop and the Chair of the Diocesan Board of Finance (DBF). The review considered the resources, roles and activities that will be required to implement Ministry Areas in the Diocese of Monmouth and to achieve the Church in Wales 2020 Vision.

48 interviews were conducted, with the Bishop's staff; DBF Board members; Diocesan Officers; Prospective Ministry Area leaders; active lay members; senior officers of the Representative Body, Diocesan Secretaries in the Church in Wales. In addition 70 questionnaires were received and analysed from clergy and laity in the Diocese.

The report was presented to the DBF Executive Committee on 7th July and the financial recommendations (see below) were approved.

Many of the other recommendations require further consideration by the Bishop's Staff and the Diocesan Committees. Parishioners and clergy will also have the opportunity to discuss details at a series of presentations and focus groups starting in September.

The key points of the review are:

- **Mission & Strategy**

Our mission is based on our conviction to share the Gospel, to exercise the values of the Kingdom of God, to draw people into our common life and to engage with our communities in a modern and positive manner.

We have recognised the need to develop leaders in collaborative ministry and to encourage lay people to see themselves as active disciples of Christ, commissioned to further His mission in our Diocese.

We want to further develop our Christian values and behaviours demonstrating our belief in equality, generous behaviour and social responsibility.

In order to carry out its mission the Church needs to be economically viable, with good organisation, leadership and governance.

- **Establishing Ministry Areas**

We have a great opportunity in the next few years to further develop God's Kingdom in the Diocese through the establishment of Ministry Areas.

The period from 2015 to 2017 will be crucial for the development of the new culture and organisation.

We should not underestimate the magnitude of the task in making a major cultural and structural change in an organisation that has long established systems and practices around the role of a parish priest.

Success will depend on the leadership of Ministry Areas; the involvement and utilisation of the skills of lay members within Ministry Area Teams; the active support and prayer from all parishioners.

- **Communicating the strategy**
 The Bishop and his Staff Team should formulate and communicate a clear strategy to all members of the Diocese. In addition to formal communications through the website and newsletter every opportunity should be taken for face-to-face interactions. A Bishop's Council (including Area Deans, Ministry Area leaders, Diocesan Officers) has been proposed to facilitate 2-way communications with all clergy and laity in the Diocese. The Diocesan Conference, in October, should be used to convey the strategy and to receive a presentation on Ministry Area Development.
- **Diocesan Officers**
 The central officers within the Diocese, funded by the DBF, should facilitate the development of Ministry Areas. A new Diocesan Secretary should be recruited as soon as possible to provide strategic as well as operational management and should facilitate communications with Ministry Area Teams. Additional resources are required to enable the Diocesan Officers to give pro-active support to members of the Ministry Area Teams. More lay volunteers will be required in the Ministry Areas and a Diocesan skills database should be used to identify potential recruits.
- **Diocesan Committees**
 Changes to the structure of the Diocesan Committees need to be considered in order to reflect the new requirements of Ministry Areas and the recommendations from the Church in Wales 2020 Vision Implementation Groups. Benchmarking with other Dioceses in the Church in Wales (and also in England) will help to identify best practice and new ways of working within Ministry Areas.
- **Lay Ministry**
 The new structure will give many exciting opportunities for lay ministry, including the traditional and important roles of Licensed Lay Minister, Lay Eucharistic Minister, Churchwarden and Treasurer and new roles such as Focal Minister, Worship Leader, IT officer, Communications officer. We recognise that training will be required to develop the new skills and the report recommends that appropriate training programmes should be developed.
- **Children, Youth & Pioneer Ministry**
 2020 Vision recommended more outreach initiatives with young people and proposed training for children and youth leaders in Ministry Areas. In this Diocese we should use our Children's and Youth Advisors to train potential leaders of young people and provide resources for appropriate activities in church or school. We should encourage more engagement with children in our Church Schools and develop opportunities for pioneer ministry in selected areas of the Diocese.
 A project team is proposed to develop a Diocesan Strategy for the engagement and development of young people.
- **Parish Share & Stewardship**
 The DBF has been made aware that many parishes are expressing difficulty in paying their parish share. Following best practice in other Dioceses, incentives need

to be given for prompt payment and, more fundamentally, stewardship programmes need to be enhanced in order to encourage the commitment of time, skills and money in response to God's calling.

- **Funding**

The Representative Body (RB) of the Church in Wales has made a special fund (termed Transformation Fund) available from 2015 to 2017 to enable Dioceses to provide extra resources to establish Ministry Areas. The Monmouth DBF has already allocated funds to support training activities and has been asked to allocate a further £100k over the 3-year period to match the RB funds and resource the transition. These funds should be seen as an investment in the future of the Monmouth Diocese but there is also a long term requirement to minimise the burden of parish share.

- **Further Considerations**

This report makes many recommendations for the resource requirements in the Monmouth Diocese. However, the report should not be seen as a final or definitive document. Many of the recommendations require further consultation and prayerful consideration.

The key recommendations which were approved by the DBF are:

Recommendation 2.1

Recruit a Diocesan Secretary to provide strategic, as well as day-to-day management and to facilitate good communications between the central officers and the Ministry Areas.

A job advertisement for the position of Diocesan Secretary has now been posted on the Church in Wales website.

Recommendation 2.2

The Diocesan Accountant will be a full time role to enable proactive support to Treasurers during the establishment of the Ministry Areas

Recommendation 2.3

The Care of Churches Officer will be a full time role (or 2 part-time roles) in order to provide proactive service to parishes and Ministry Areas requiring buildings advice and faculties.

Recommendation 2.4

A new post of Stewardship & Ministry Area Development Officer will be created in order to encourage parishioners in giving time, skills, money and to help Ministry Areas with their development.

Recommendation 2.5

2 administrators, one with good office management, HR and IT skills, will be recruited to provide receptionist cover and the necessary secretarial and administrative support. One of the administrators will provide part-time support to the Cathedral and this will be funded by the Cathedral.

Recommendation 2.7

The costs for the new positions, largely associated with the establishment of the Ministry Areas, will be covered by the RB Transformation Fund and care will be taken not to increase the long term infrastructure costs to the DBF.

Recommendation 2.11

A Diocesan fund of £100k will be available to contribute to the start-up costs of Ministry Areas (for example establishing administrative functions).

Recommendation 4.1

The Parish Share will not be increased in 2015. The calculation of parish share will be based on the same formula as in 2014 (ie payments per average Sunday worshipper will be the same in 2015 as in 2014).

Also, an incentive will be given to parishes paying on time, by standing order, in the form of a 5% reduction. Parishes in arrears will also be offered the incentive for future payments as long as they also agree a plan for payment of their unpaid share.

Recommendation 4.2

Parishes will be consulted before any changes are made to the calculations of Parish Share for 2016.

Recommendation 4.3

Benchmarking with Parish Share initiatives in other Dioceses (both in CinW and CofE) will be carried out and best practises incorporated in the Parish Share calculations for 2016.

Recommendation 4.4

A small sub-committee of the DBF will further develop the long term financial strategy. This group will also consider possible loan agreements for parishes with significant amounts of unpaid share.

Recommendation 5.7

A training budget (initially set at £60k, from the Transformation Fund) will be used for lay training.

Recommendation 6.3

Consideration will be given to the engagement of a PR/Communications consultant to advise the Bishop's staff and Communication Officer.

Recommendation 6.4

Funding will be available for a full-time Communications Officer in the Diocese from 2015 to 2017.

Recommendation 7.5

A Continuous Development Programme will be established for the Diocesan staff and a training budget of £30k will be allocated for the period 2015-2017.

Recommendation 12.1

A total budget of £1m will be allocated to transformation activities in 2015 – 17. The DBF will allocate £500k (£100k more than previous budget projections) and £500k will be received from from the RB Transformation Fund.

Details of the expenditure from the Transformation Fund

The Transformation Fund (total £3.5m) has been sanctioned by the Representative Body of the Church in Wales in order to support Dioceses in the period 2015 – 2017 in the knowledge that extra resource is required for the establishment of Ministry Areas. The Diocese of Monmouth will receive £500k in the form of matched funding. It is imperative that this money is invested in the strategic areas that have been identified (training, stewardship, communications, children/youth work, proactive support from Diocesan Officers, set up costs for Ministry Areas).

The likely costs of the recommendations in these strategic areas in the period 2015 – 2017 are:

Stewardship + Ministry Development Officer (salary + overheads)	£150k
Additional admin resource (assuming £15kp.a. contribution from Cathedral)	£ 50k
Additional Care of Churches/DAC resource	£ 80k
Communications/PR consultant	£ 30k
Extra salary costs for full-time Communications Officer	£ 70k
Lay Training	£ 60k
Staff Training	£ 30k
IT costs in Diocesan Office + database	£ 30k
TOTAL	£500k

“Matched” funding from Monmouth DBF:	
Ministry Area Leader + Ordinand Training*	£200k
Training Officer costs (+overheads + expenses)*	£140k
Pioneer Ministry*	£ 60k
Ministry Area Start-up Projects **	£100k
TOTAL in “matched funding” from DBF	£500k

*Already allocated in DBF budget projections 2015 - 2017

**£100k of additional funding not previously allocated by DBF, effectively utilising the surplus from 2013.

***Funding for a full-time Children’s Advisor is already included in the DBF budget for 2015-2017

Other recommendations are now under consideration by the Bishop’s Staff and the Diocesan Committees. The website will be updated when these recommendations are approved. In the meantime if any member of the Diocese would like to be involved in the presentations and focus groups please contact Paul Glover via email, paulglover@churchinwales.org.uk