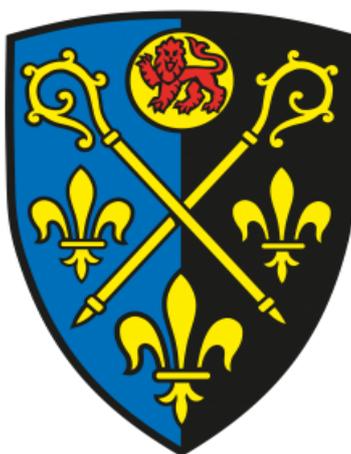


# **MONMOUTH DIOCESAN RESOURCES REVIEW**



**Report prepared by Dr Paul Glover**

**Updated September 2014**

# MONMOUTH DIOCESAN RESOURCES REVIEW

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## **SCOPE OF THE REVIEW:**

The review was commissioned by the Bishop of Monmouth and the DBF Chair in April 2014 to consider the role and activities of the Diocesan Office and its officers in connection with the Church in Wales 2020 Vision and the implementation of the Ministry Areas in the Diocese of Monmouth.

The review has covered the following areas:

- Strategic direction and culture of the Diocese
- Roles and responsibilities of office staff + Diocesan Officers
- Purpose and responsibilities of the Diocesan committees
- Communication within the Diocese and among its officers
- Financial Management & Parish Share
- Stewardship
- Children, Youth work + Pioneer Ministry
- Schools/Diocesan Trust
- Support to Parishes and Ministry Areas
- Lay Ministry
- Property
- Training
- HR for the Diocesan office and employees of the DBF
- Investment Management
- Administration
- Safeguarding
- Governance
- Benchmarking with other Dioceses in Church in Wales and links with RB
- Learning from Church of England
- Long Term Considerations

48 individuals have been interviewed to cover the Bishop's staff; DBF Board members; Diocesan Officers; Prospective Ministry Area leaders; active lay members; senior RB officials, Diocesan Secretaries in CinW.

In addition 70 questionnaires were received and analysed from clergy and laity in the Diocese.

The major Diocesan Committees were attended and the Chairs and Secretaries were consulted.

Recent CinW and Diocesan reports have been studied.

## SUMMARY OF THE REVIEW

- 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 which 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.
- There is concern in some parishes about how future changes may affect the provision of ministry and church buildings.
- The Bishop and his Staff Team should formulate and communicate a clear strategy to all members of the Diocese.
- 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.
- The RB Transformation Fund (together with additional funds to be requested from the DBF) should be utilised from 2015 to 2017 to provide the necessary resource and to enable a range of training courses for lay volunteers as well as for clergy.
- 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.
- 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 and enable potential leaders of young people. We should facilitate more engagement with children in our Church Schools and develop opportunities for pioneer ministry in selected areas of the Diocese.
- We need to ensure the long term viability of our Diocese and the DBF has the responsibility of developing a financial strategy for the future.
- The DBF should be 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.
- 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.

## **1. STRATEGIC DIRECTION AND CULTURE**

***“Our mission is not to preserve an institution but to seek to further God’s mission in the world”***

### **Mission**

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.

### **Ministry Areas**

The Diocese of Monmouth has sought to respond proactively to the changing needs of the world and Church during the 21<sup>st</sup> century. In the early 2000’s there was a realisation that reducing numbers of stipendiary clergy and financial constraints needed to be addressed. Following consultation with Parishes and Deaneries, *Hope for Monmouth*, was published in October 2005. Further planning and consultation resulted in a proposal in May 2012 which reconfigured the parishes and benefices into about 35 Ministry Areas and was consistent with proposals in the Church in Wales Review and 2020 Vision (Appendix 1). Members of the Bishop’s staff are conscious of the significant changes that are required in the parishes in order to move to the new Ministry Area structure and are allowing discussion, consultation and prayer to happen before new areas are formed. They are open to the different needs of the diverse communities and the guidance of the Holy Spirit.

It is envisaged that Ministry Areas will be established during the next 2-3 years, as the leaders complete their training. As potential Ministry Areas are identified there is a need to communicate and consult with the parishes, give guidance to the new Ministry Area Leader and facilitate the formation of the Ministry Team. A new project team is proposed to oversee the development of Ministry Areas and is discussed further in Section 3.

### **Culture**

The change to Ministry Areas requires not only a structural but also a cultural change in working towards collaborative ministry, in which the ordained Ministry Area leaders take a leadership and management role with more lay people actively involved in pastoral, liturgical and administrative tasks. The new culture is significantly different to the traditional one, with a Parish Priest having responsibility for all church services and much of the parish administration. We must recognise that such a change will take place over several years and require a high level of communication, discussion and training, both for Ministry Area Leaders and for lay staff. A training programme for Ministry Area Leader’s has already been put in place with Ripon College, Cuddesdon and the first cohort of 9 potential leaders are completing their first year of study. Whilst the details of the course are outside the scope of this review

discussions have taken place with the participants and we should be aware of their feedback to increase the practical content of their training and link it to the training needs of other members of the Ministry Area Teams.

The magnitude of the cultural change is significant and the feedback from parishes suggests that the understanding of the Ministry Area concept and the Diocesan Strategy at parish level is still limited. There remains anxiety in some areas about what future changes may mean for the provision of ministry and church buildings. In developing the changes there is a need to engage with parishioners in a prayerful and sensitive manner, explaining the background to the changes and relating the new structure to the scriptural basis of discipleship, God's calling, the use of the gifts bestowed on each member and the communion of ordained and lay members in the service of Christ. (See Matthew 28, v16-20; Romans 12, v4-8; 1Corinthians 12, v27-31; Ephesians 4, v11-12).

### **Characteristics of the Diocese**

The Monmouth Diocese covers a small geographical area but has a relatively high population when compared to other Dioceses in Wales. There are significant differences between the rural areas (around Monmouth, Abergavenny, Usk) the urban area around Newport, East Cardiff and the Gwent valleys. The variations across the Diocese are explained partly by geography and in part by industrial history. They are most graphically illustrated by income; Monmouthshire and Newport have the highest income per head in Wales, the Gwent Valleys the lowest. There are 55 areas of marked deprivation in the Diocese, almost half (23) in Blaenau Gwent. The Diocese is situated in the most Anglicised area of Wales. As a border Diocese it looks both east and west. Whilst its loyalties are most definitely to Wales, there remains an ambiguity of identity and strong links to its neighbouring English counties from which many come to live.

The diversity of the communities in the Diocese indicates that one formula will not suit all Ministry Areas and some diversity in culture and organisation must be tolerated. The compact nature of the Diocese is a potential strength as it enables easier communication. Therefore geographical considerations should not hinder strong relationships between the central Diocesan functions and Ministry Areas located within 25 miles of Newport.

### **Strategic and Operational Management**

The Bishop's staff team (Bishop, Archdeacons, Dean, Diocesan Secretary, Communications Officer) meet regularly (usually twice a month) with a formal agenda to discuss operational issues in the Diocese. It is effective in its role of operational management but it does not currently address strategic issues in a structured manner.

The Bishop's staff meetings provide opportunity for Diocesan Officers to make presentations of their work.

### **Links with the Cathedral**

The Church in Wales Review recommended that the activities and opportunities at the Cathedral should be fully integrated into the ministry strategy of the Diocese. Experience from elsewhere shows that although church attendance is generally declining, many cathedral congregations are growing. The Dean of the St Woolos

Cathedral is pursuing some exciting new developments which will benefit from coordination between the Cathedral and the Diocesan Office.

**Recommendation 1.1**

**The Bishop's team should formulate a strategy and mission statement that can be used in communication throughout the Diocese. This should be accompanied by a Diocesan Prayer to be used in all churches.**

**Recommendation 1.2**

**There is a lack of knowledge and some concerns about the impact of the Ministry Areas. A positive and extensive communication programme is required throughout the Diocese (see Section 6).**

**Recommendation 1.3**

**In forming the Ministry Areas allowance must be given to the diversity of the distinctive rural and urban communities.**

**Recommendation 1.4**

**A new project team is recommended to manage the development of Ministry Areas, to include the Archdeacons, Diocesan Secretary and the Stewardship & Ministry Area Development Officer.**

**Recommendation 1.5**

**The compact nature of the Diocese is a potential strength and the central Diocesan functions and office are best located in Newport during the establishment of the Ministry Areas.**

**Recommendation 1.6**

**The Bishop's staff team should have separate meetings (once a quarter) to discuss and develop long term strategy. Consideration should be given to facilitated "away days" twice a year, possibly one in conjunction with another Diocese.**

**Recommendation 1.7**

**At regular Bishop's staff meetings, 30 minutes should be allocated for a presentation and discussion with a Diocesan Officer, Ministry Area leader or Lay Group Leader.**

**Recommendation 1.8**

**Consideration should be given to forming a Bishop's Council (including the current Area Deans, new Ministry Area Leaders, Diocesan Officers and lay representatives) for specific tasks, for example the development and communication of the Diocesan Strategy.**

**Recommendation 1.9**

**The Diocesan Office should provide management and administrative support to the Cathedral and this should be jointly funded.**

## 2. ROLES & RESPONSIBILITIES OF DIOCESAN OFFICERS

*“We have different gifts according to the grace given to each of us” Rom 12.6*

### **Current Structure**

The structure currently allows for 2 full time posts (Diocesan Secretary and Administrator) and 2 part-time posts (Diocesan Accountant & Finance Officer) within the Diocesan Office and the employment costs associated with these positions (£148k) are within the category of Diocesan Support Costs (total £ 190k budget for 2014, including other office running costs).

In addition the DBF employs a part-time Care of Churches Officer, who acts as DAC Secretary, Youth Advisor, part-time Children’s Advisor; part-time Parish Resources Officer; part-time Communications officer; Learning Advisor and recently a part-time officer for Pioneer Ministry. The DBF also makes contributions to the Safeguarding Officer, the Diocesan Conference Secretary, and staff associated with the Lab project. The costs associated with these functions are detailed in Appendix 2.

In addition the Parsonage Inspector (employed by the RB) has accommodation in the Diocesan Office. The Director of Education is funded by the Diocesan Trust.

### **Current Issues**

The recent absence of a Diocesan Secretary and a full-time Administrator has affected the management of the office and the level of service given to the parishes and was reflected in the recent survey conducted with clergy and lay officers (however, in the survey there was a recognition of the good work done by the office staff in the absence of the Diocesan Secretary and Administrator).

In addition some underlying issues have been identified:

- The part-time nature of some of the roles is frustrating to clients in the parishes when they cannot make immediate contact with the officer.
- Parish staff are critical of the time delays in getting approvals for faculties although they are understanding and complimentary of the role of the Care of Churches Officer.
- There are frequently lone workers in the Diocesan Office and at times the reception is not staffed during normal working hours.
- Several Diocesan officers are primarily home based and can be isolated in their work such that they do not know of other activities in the Diocese.

### **Future Structure**

**Diocesan Secretary** - The core responsibilities of the Diocesan Secretary are common in all 6 Dioceses in the Church in Wales. These are to provide the secretarial function to the DBF; to be a member of the Bishop’s senior team; to manage the office activities; to ensure good governance within the DBF. In addition the secretaries sit on some of the Diocesan Committees (DAC, Parsonage Board, Council for Education, Standing Committee). 3 secretaries provide support to their local Cathedral (Brecon, Bangor, St Asaph). One secretary (St Davids) is also the senior accountant and acts as the Treasurer to the DBF. In Monmouth the Diocesan

Secretary has also acted as Treasurer to the DBF but the Diocesan Accountant has provided the detailed reports.

The future role of the Monmouth Diocesan Secretary will combine a strategic element with day-to-day management. So, in addition to providing the core functions, the Diocesan Secretary should work with the Bishop in developing and communicating the Diocesan strategy and with the DBF executive committee in developing a long term financial strategy which will ensure the viability of the Diocese, evaluating options for maximising income and minimising infrastructure costs. The Diocesan Secretary should also ensure that support is provided to the Dean of the Cathedral and should identify best practice through benchmarking within the CinW and CofE. A key aspect of this role is to facilitate communications between the Bishop's staff, the Diocesan Officers and the Ministry Areas. Therefore, the new Diocesan secretary will be required to attend evening meetings and Sunday services in the Ministry areas.

The detailed job description for the Diocesan Secretary is given in Appendix 3 and the person specification in Appendix 4.

**Diocesan Accountant** – This role is common to all Dioceses in the CinW but in some cases is a part-time role (80% in Llandaff) or this role is combined with another role (with the Diocesan Secretary in St Davids; with IT in St Asaph; with the Parish Resources Officer in Monmouth). In Brecon & Swansea a management accountancy service is provided by an external consultant and a part-time financial assistant. Given the importance of this role, to act as Treasurer to the DBF (+ Trust), to support the Diocesan Secretary in evaluating options for future viability, to provide financial advice to the Dean, and most significantly, to be proactive in training and supporting Treasurers in the Ministry Areas, it is recommended that this becomes a full time role in the Diocese of Monmouth.

The Diocesan Accountant should also provide advice to MA's on grant applications, facilitate the Development Network Action (DNA) group and be the custodian of the DBF budget for small start-up grants for MA projects and new administration centres. A detailed job description for the full time role of the Diocesan Accountant should be written in conjunction with the current Accountant.

**Finance Officer** – This has been a part-time role and provided good support to the Accountant, to the Parsonage Inspector and to Parish Treasurers. The role should remain unchanged.

**Care of Churches Officer** – Traditionally this has been a part-time role (3 days per week) in our Diocese. However, it has been apparent that, in order to provide a proactive service to the parishes/MA's an increased resource is required (recently the Officer has increased her hours to cover 4 days per week). It is envisaged that this role will be full-time (or 2 part-time officers covering a full week). Detailed job description(s) should be written in conjunction with the current job holders.

**Parsonage Inspector** – Feedback from the clergy demonstrates the good service provided by the Parsonage Inspector. On an informal basis the Inspector has also supported the Care of Churches Officer with advice and inspection of church and school buildings. This extra responsibility should be recognised and supported in future as long as it does not detract from the service provided on parsonages.

**The Diocesan Director of Education** – The DDE advises the Bishop on all matters in relation to education. Duties including advising and supporting the governors, headteachers and staff in the church schools and liaising with officers from the local

authorities and national government and with colleagues from other dioceses within the Church in Wales.

**Stewardship & Ministry Area Development Officer** – This is a new role, driven by the desire to further promote Stewardship (giving of time, skills + money) and help the ministry teams with development of their assets (physical and pastoral). The role is based on the Parish Resources Advisor position in Llandaff which has been successful in delivering a high level of lay involvement, increased payment of parish share and an increased level of legacies. The Job Description for the Stewardship & Ministry Area Development Officer is given in Appendix 5.

**Administrators** - The Monmouth Diocesan Office has traditionally had one administrator, to act as receptionist, to provide secretarial support to office staff, to support the DAC secretary with correspondence with parishes. In addition there is a requirement to set up and maintain databases, maintain HR records, to support committee secretaries in organising meetings, taking minutes, follow up actions from minutes. There is also an opportunity to provide administrative support to the Cathedral and occasional support to the Archdeacons. It is therefore recommended that 2 Administrators are recruited, with different skills, to provide the necessary support. 2 administrators would also ensure that the office is staffed throughout each working day. Detailed job descriptions will be written.

### **Diocesan Office Support to the Ministry Areas**

The recent questionnaire and survey suggests that personnel in the Parishes would like to see more proactive communications from the Diocesan Office staff with visits to PCC meetings and discussion groups in order to understand parish needs. The Parish Treasurers have valued the training sessions run by the Diocesan Accountant and would like these (or financial discussion groups) on a regular basis.

It is envisaged that all Diocesan Officers who provide services to the Ministry Areas should spend at least 20% of their time in the areas.

To facilitate good interactions, the Ministry Area Teams will be asked to nominate key contacts with whom the Diocesan Office staff should communicate (eg Treasury; Faculties; Safeguarding; Health & Safety; Administration; Children/Youth; Training). With a maximum of 35 contacts it should be possible for the Diocesan Officers to build personal relationships with their key contacts in the Ministry Areas and get groups of 8/9 together for training sessions, focus groups or information exchange. A specific request, raised by several parish officers, is for the Diocesan Office to provide guidance on procurement and to hold a central database of preferred suppliers. In addition, it may be possible to consider amalgamated purchase arrangements (eg for electricity) which could save money for the individual churches. The change of role of the clergy and the creation of Ministry Areas will lead to a significant change in the management of administrative tasks. To facilitate this change a Diocesan fund should be available to contribute to the costs of establishing administrative centres in the Ministry Areas.

### **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.**

**Recommendation 2.2**

**The Financial Accountant to 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 to be a full time role 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 to 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 IT and database skills, to be recruited to provide 9-5 receptionist cover and the necessary secretarial and administrative support.**

**Recommendation 2.6**

**Detailed job descriptions for the revised positions of Diocesan Accountant, Care of Churches Officer(s) and Administrators will be written.**

**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 (see section 12) and care will be taken not to increase the long term infrastructure costs to the DBF. A small contribution (to cover 50% of the cost of one employee) should be made by the Cathedral.**

**Recommendation 2.8**

**Invitations will be given to all Diocesan Officers to have lunch and informal discussions on a monthly basis to encourage information exchange. At each meeting one of the officers will be asked to make an informal presentation.**

**Recommendation 2.9**

**Diocesan Officers, providing services to the MATs, should spend at least 20% of their time in the MA's. Key contacts should be identified in each MAT to enable direct communication from the officer, who will coordinate occasional group meetings for training and information exchange.**

**Recommendation 2.10**

**A central database of preferred suppliers will be set up in the Diocesan Office and opportunities identified for "group" purchases.**

**Recommendation 2.11**

**A Diocesan fund should be available to contribute to the costs of establishing administrative functions in the Ministry Areas.**

### **3. Purpose & Responsibilities of Diocesan Committees**

***“For just as each of us has one body with many members, and these members do not all have the same function, so in Christ we, though many, form one body, and each member belongs to all others” Romans ch12, v4-5***

The current committees are shown in Appendix 6.

The functions of the DBF, the DAC and the Parsonage Board are well served by the current structure. The role of the Churches and Pastoral Committee is ill-defined. The Standing Committee fulfils a constitutional requirement but is large and its main practical purpose is to plan the Diocesan Conference. The composition of the Council for Education and the Diocesan Trust is in need of review. Further, it is appropriate to consider whether it is necessary for the Diocesan Trust to continue as a separate company. In most Dioceses it is a sub-committee of the DBF, with restricted funds for the financial benefit of church schools.

It should be noted that the Dioceses of Bangor and St Davids are reviewing the structure and role of the Diocesan Conference and Standing Committee. The Diocese of Bangor has published a paper recommending the merger of the Standing Committee, the DBF and the Diocesan Trust to form a Diocesan Council, with 2 sub-committees, one focused on finance and investments, the other on property (incorporating the Parsonage Board and elements of the Churches & Pastoral Committee). Before making proposals for changes to the Conference and Standing Committee in our Diocese we should consult other Dioceses on their plans. We should also consider the CinW constitutional requirements and the views of our Church communities who have representation at Conference and on the Standing Committee.

A new Ministry Area Project Development Team is proposed. It will include the pastoral element of the C&PC but have a broader role to develop the structure and skills within the new Ministry Areas. The members of the team will be the Archdeacons, the Diocesan Secretary, the Stewardship & Ministry Area Development Officer, a Ministry Area Leader and a lay representative from a new Ministry area. Other Diocesan Officers (particularly the Learning Advisor and the Accountant) will be asked to attend meetings as required.

The RB Property Committee (which considered the CinW review recommendation to improve the management of church buildings) has recommended that the responsibility of the C&PC for buildings should be transferred to the Parsonage Board, and this committee should be renamed as the Diocesan Property Committee. It has also recommended that the Diocesan Advisory Committee should have delegated authority to fast-track and authorise “small-scale works”.

The Chairs of our C&PC and Parsonage Board support these recommendations whilst acknowledging that the pastoral element of the C&PC needs to be covered elsewhere (the Ministry Area Development Team) and a clear definition of small scale works needs to be agreed with the Chancellor.

#### **Recommendation 3.1**

**The responsibility of the C&PC for buildings (including grants for church buildings) should be transferred to the Parsonage Board, which will be renamed as the Diocesan Property Committee.**

**Recommendation 3.2**

**The Ministry Area Project Development Team will assist the new Ministry Areas in developing the necessary structure and team roles. £100k of the “transformation fund” will be available to support Ministry Areas in establishing their teams and administrative centres.**

**Recommendation 3.3**

**In conjunction with other Dioceses we should look critically at the role and structure of the Diocesan Conference and Standing Committee, whilst considering the constitutional requirements of the CinW and the views of our Church communities.**

**Recommendation 3.4**

**The advantages and disadvantages of the Diocesan Trust as a separate company should be reviewed. Consideration should be given to the Trust being a sub-group of the DBF, with restricted funds for Schools.**

**Recommendation 3.5**

**The membership of the Council for Education should be reviewed with the DDE with the aim of reducing the number of committee members.**

**Recommendation 3.6**

**The Diocesan Advisory Committee should continue in its present form and should support the RB proposals for fast-tracking and authorising “small-scale works”. The DAC should also monitor church redundancies and quinquennial inspections.**

#### 4. Financial Management & Parish Share

***“It is not what we give, but what we keep for ourselves, that the Lord is counting”***

The response to the questionnaire demonstrated the strength of feeling from the lay people (treasurers, church-wardens) and some clergy about Parish Share. Typical comments were “it is unfair”; “our parish does not have an ordained minister so why should we pay as much as a local parish that has”; “we think we should be in a different band”; “I don’t understand the basis of the calculation” and more significantly “we just can’t pay our share”; “we are just managing to pay but we are rapidly depleting our reserves”.

The trends in payment of Parish Share are concerning. The graph in Appendix 7 shows the Parish Share Arrears from 2009 to 2013 and demonstrates a significant increase in unpaid share. If no action is taken, this trend will continue.

A comparison with other Dioceses shows significant differences (Appendix 8) with Llandaff having the outstanding performance. The reasons are attributed to 2 factors – a 5% rebate for on-time payments (by standing order) and a proactive Stewardship campaign. It should also be noted that Llandaff did not increase the Parish Share in 2013 and reduced it by 3% in 2014.

The financial position of the DBF was presented at the meeting on 19<sup>th</sup> May and shows an apparent healthy position in terms of income vs expenditure for 2013 (income exceeded expenditure by £92k and if all the parish share had been paid in 2013, an additional £293k would have been received). However, the balance sheet shows a significant level of debtors (£370k) due to outstanding payment of Parish Share. It may therefore be appropriate to give incentives for on-time payments, in the expectation of reducing the debtors at the expense of some income. Parishes with a significant level of unpaid share should be offered the opportunity to make regular payments over a reasonable time period (3-5 years) possibly with a loan from the DBF to cover the unpaid share. These parishes could then also take advantage of the 5% rebate for future, on-time payments.

Given the current state of the DBF finances, there should be no increase in parish share requests for 2015. The calculation of parish share should be based on the same formula as in 2014 (ie payments per average Sunday worshipper will be the same in 2015 as in 2014). No change in banding or deprivation index is proposed for 2015 but a complete review of the calculation should be carried out for 2016, following a consultation with parishes.

The DBF and the Bishop’s staff should be seen to be listening to the views and concerns from the Parishes and new Ministry Areas before making any changes to the basis on which Parish share is calculated. This consultation should take place between October 2014 and June 2015. In parallel the socio-economic indices should be up-dated for each parish.

The possible impact of the 2015 proposals on the income from parish share is shown in Appendix 9.

The long term financial position of the DBF needs to be forecast in the light of the reduction in clergy numbers, the expectation of increased costs (eg clergy pensions), the on-going infrastructure costs for the Diocese, the likely income from the RB and the likely income from Parish Share.

**Recommendation 4.1**

**The Parish Share should not be increased in 2015. Also, an incentive should be given to parishes paying on time, by standing order, in the form of a 5% reduction. Parishes in arrears should 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 should be informed and consulted about Parish Share before any changes are made to the calculations for 2016.**

**Recommendation 4.3**

**Benchmarking with Parish Share initiatives in other Dioceses (both in CinW and CofE) should be done and best practises incorporated in the Parish Share calculations for 2016.**

**Recommendation 4.4**

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

## 5. Lay Ministry and Lay Training

***“Give a man a fish and you feed him for a day;  
Teach him how to fish and you feed him for a lifetime”***

The success of the Ministry Areas is dependent upon a cultural and structural change which involves the Ministry Area Leader delegating responsibilities and accountability to competent lay personnel who are willing to undertake these responsibilities, with appropriate training. We should not underestimate this challenge and must allocate sufficient resource to facilitate it over the next 3 years.

In the first instance we should discuss the process with the Leaders, Church Wardens and lay personnel in the Ministry Areas and seek their input on appropriate structures, roles & responsibilities of team members and training requirements. We should carry out a “skills audit” in the Ministry Areas (starting with a pilot exercise in 5 embryonic MA’s). This audit will be based on a template developed by Jim Thompson in Griffithstown which identified volunteers with specific skills which could be utilised in the local area. The skills audit will include current members of congregations but, in addition, we should attempt to include non-church goers who can be networked into the church community. In this way it will be an exercise in outreach as well as skills identification.

Parishes/Ministry Areas will be encouraged to populate the new Diocesan database with their records and the database will be used to identify skills and expertise throughout the Diocese.

It is envisaged that this database will also include skills, interests and experience of clergy as well as lay people.

There are many roles which lay personnel will undertake within the Ministry Areas. Some of these are listed in Appendix 10 and we would expect individual areas to add other roles, as needed. In order to encourage lay people to volunteer for these roles we need to explain the positions, the requirements and the training that will be offered. This communication exercise will be undertaken by MA Development Team and, in particular, the Stewardship & Ministry Area Officer. As part of this exercise, a training needs analysis will be undertaken (initially in 5 embryonic MA’s) in conjunction with the Learning Advisor.

Examples of training courses for the Ministry Area Teams would include chairing of meetings; minute taking; safeguarding; Health & Safety; IT; personality profiling; time management; teamwork. Other training requirements will be identified by the Ministry Area Teams.

Training for some parish treasurers has been carried out by the Diocesan Accountant and supplemented with outside speakers. It is envisaged that future training will be given to all treasurers and include the new requirements within the Ministry Areas.

The Diocesan Learning Advisor is developing training courses to support the Ministry Leader development (Discipleship; Local Leadership; Teamwork) and also to support the training of lay ministers (LEM; Living Faith) and a new course on Introduction to Theology, which is being piloted in Abergavenny. A special course will be required for lay people who take up the role of Focal Minister.

In addition to the training provided by the Learning Advisor, some external training courses will be required. A budget will be allocated for the external training. Initially £60k is earmarked from our allocation from the Transformation Fund but the total will

be refined when detailed courses are identified (it should be noted that there are many subsidised training courses offered through Welsh Government approved training providers).

Discussions will be held with other Dioceses to determine the benefits of organising some training programmes at a provincial level.

**Recommendation 5.1**

**The MA Development Team to communicate the need and importance for lay involvement in MA teams.**

**Recommendation 5.2**

**A skills audit to be carried out, initially in 5 embryonic Ministry Areas, to determine the range of skills available and to identify potential members of the MA teams.**

**Recommendation 5.3**

**A skills database to be set up (by the IT team at Cathedral Road) for administration in the MA's and in the Diocesan Office with skills, experience and interests of clergy, lay personnel and also non-church volunteers where possible.**

**Recommendation 5.4**

**A training needs survey to be carried out, initially in 5 embryonic MA's**

**Recommendation 5.5**

**A menu of training packages should be developed for lay ministers, (for example, Lay Eucharistic Minister, Living Faith, Introduction to Theology, Licensed Lay Ministry). A specific course should be developed for Focal Ministers who will lead individual congregations.**

**Recommendation 5.6**

**A training programme to develop personal and technical skills should be developed for lay people with both internal and external training providers.**

**Recommendation 5.7**

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

**Recommendation 5.8**

**A small team, including the Director of Ministry, the Learning Advisor and the Diocesan secretary should be formed to ensure that the training programmes for lay members of the MA's are developed, planned and resourced.**

**Recommendation 5.9**

**The Lay training programmes will be discussed with other Dioceses and, if appropriate, joint training programmes will be organised.**

## 6. Communications

### ***“Seek first to understand, then to be understood”***

In the first instance our task is to listen, to God, to the members of our congregations and also to other stakeholders in our Diocese. Whilst there is an opportunity to use emails, questionnaires and surveys the best approach is to encourage face-to-face interactions. All the senior staff in the Diocese (clergy and lay) have a responsibility to engage directly with the people. This can be done both informally (eg around Sunday services) and formally (PCC meetings and Focused Groups). Sunday sermons could be used to convey the Diocesan Strategy and show the links to key parts of the scripture which support discipleship, stewardship and lay involvement. The Bishop’s senior team should take every opportunity to listen, communicate and discuss issues with Church Wardens and parishioners. In addition a Bishop’s Council (of Area Deans, Ministry Team Leaders and Diocesan Officers) should be used to cascade key messages and points for discussion to the clergy and laity.

We should take the opportunity of the Diocesan Conference in October to communicate the strategy, preferably with an outside speaker (for example Bob Jackson) on Church Growth and Ministry Area Development. It will also provide an opportunity to communicate the agreed actions from this review.

In the business world, when faced with the need to embark on a significant cultural and structural change, consideration would be given to the use of professional PR and Communication consultants. Given our current task we should also consider using outside specialists to work with our Communications Officer and senior staff in developing a communication strategy, setting out the overall strategy and framework of the new structure but allowing discussion and shaping of some detail by those most affected by the change.

For the duration of the transition period to new Ministry Areas (2015 to 2018) a full-time Communications Officer is needed to carry out the current tasks but also to have time to spend communicating the strategy and implementation activities in the Ministry Areas, providing the framework for additional means of communication (particularly Social Media) and linking with communication officers in other Dioceses.

#### **Recommendation 6.1**

**Provide opportunities for senior staff to engage with Church Wardens and congregations, listen to their issues and disseminate the issues arising. Set up Focus Groups (in embryonic MA’s) to listen to concerns on specific subjects (eg Parish Share, Lay involvement, training).**

#### **Recommendation 6.2**

**Utilise the Diocesan Conference and a Bishop’s Council to communicate and discuss the Diocesan Strategy and the recommendations of this review.**

#### **Recommendation 6.3**

**Consider the engagement of a PR/Communications consultant to advise Bishop’s staff and Communication Officer.**

#### **Recommendation 6.4**

**From 2015 to 2018 employ a full-time Communications Officer in the Diocese.**

## **7. Human Resource Management**

***“there are different kinds of gifts, but the same spirit”. 1 Cor 12.4***

The DBF employs 24 members of staff (many on part-time or fixed term contracts). It has a responsibility to provide adequate systems for the management of its staff but in recent times it has not fulfilled its obligations. Staff records are not up-to-date and some of the policies in the CinW Staff Handbook are not followed.

The current HR systems, to record and monitor attendance, holiday, sick leave and to appraise staff performance need to be improved. Recruitment procedures are not formalised. In addition, in some cases, there is little accountability for staff performance in the absence of regular review meetings and reports.

Training is ad hoc and many members of staff do not receive any formal training.

In the absence of good HR management it is not surprising that, in some cases, staff morale is low.

A structured training programme for Diocesan staff is required. The programme should include appraisal techniques; presentation skills; client focused service; teamwork. A training budget of £30k over the next 3 years should be allocated.

### **Recommendation 7.1**

**As a priority, staff records must be brought up-to-date and HR systems must be put in place to record attendance, holiday, and sick leave. All Diocesan Officers employed by the DBF will be asked to keep the office administrator informed of their whereabouts.**

### **Recommendation 7.2**

**An authorisation form for recruitment will be introduced, to include details of the new post, the job description and person specification, salary, and signatures will be required from the initiator’s manager and the budget holder.**

### **Recommendation 7.3**

**Diocesan Officers will have annual appraisals, to include a performance review, SMART objectives, training needs and career plan. In cases where the job-holder reports to a committee or has multiple clients a 360 degree appraisal is recommended.**

### **Recommendation 7.4**

**Diocesan Officers should have regular (preferably monthly) meetings with their manager and should provide their manager with a short summary (no more than 1 page) of the last month’s activities (in relation to their job objectives) and a plan of the following months tasks.**

### **Recommendation 7.5**

**A Continuous Development Programme should be established for the Diocesan staff and a training budget of £30k allocated for the period 2015-2018.**

## **8. Children, Youth and Pioneer Ministry**

***“...anyone who will not receive the Kingdom of God like a little child will never enter it” Mark 10.15***

There are good examples within the Diocese of successes with young people. For example, Messy Church in Caerleon, Brynglas, Newport; Christmas Wrapped Up in Blackwood, Tredegar, Risca). Well established YES services and an active YES community (currently with 40 young people and 10 leaders). Pioneer ministry through St Paul’s Newport and the Lab project in Alway and more recently in Duffryn.

However, we do not have a clear strategy for Child, Youth and Pioneer ministry. A council for Young People has brought together the respective officers but there appears to be little synergy between the respective groups. Each of the key officers (Youth Advisor; Part-time Children’s Advisor and Part-time Pioneer Ministry Officer) report to the Archdeacon of Monmouth but, with his wide ranging responsibilities, he may not be able to devote sufficient time to the management of these activities.

The CinW review recommended extra resource to be allocated to work with young people. In the Diocese of Bangor 4 “Children, Youth and Family Ministry Enabler” officers are being recruited in “synod” areas (2 in each Archdeaconery) to work with MA’s to establish activities and services for young people.

In Monmouth the role of the Children’s and Youth Advisor should be to facilitate and enable the MA’s to engage with young people and provide resources for learning, adapted Eucharistic and non-Eucharistic services, retreats and other activities which will be attractive to young people. It is envisaged that the advisors would train and work on pilot programmes with ordained and non-ordained volunteers in the MA’s to impart their knowledge, skills and experience. Specifically they could train designated children/youth officers in identified MA’s (ideally in groups of 8) in Youth work, Messy Church, Confirmation Classes, family and non-Eucharistic services for young people. The work of the Children’s and Youth Advisors should be coordinated by a “manager” reporting to the Director of Ministry.

In addition we should be looking to engage more school children with Church activities. We currently have 17 Church in Wales Primary Schools in the Diocese (9 Voluntary Aided and 8 Voluntary Controlled). These are listed in Appendix 11. There are currently 3500 children in the Diocesan Church Schools and we have excellent opportunities to involve these young people in Christian activities and introduce them to our Church communities. The interaction with Church Schools should be promoted by the local Ministry Area Leaders (and their children/youth officers) in conjunction with the Diocesan Director of Education and the School Officers, who can identify and share best practices. The Children’s/Youth Advisors could provide resources and develop appropriate activities with which to engage the children from the Church (and state) Schools.

Opportunities for work in secondary schools and identification of possible CinW secondary schools should also be considered.

In order to provide sufficient resource across the Diocese, at least 2 full-time posts (or equivalent) will be required.

The Children’s + Youth Advisors (+ their manager) and the School’s Officers (+DDE) should work closely together as a Young People’s Development Group to develop the strategy for engaging young people within the Ministry Areas. This group should

consider the ministry for young people without an arbitrary age division between children and youth.

An important objective for the Young People's Group is to engage with children in the later years of their Primary education. We should review the age at which children are allowed to take communion and when they should embark on confirmation classes. Attendance data suggests that many children are confirmed (circa 2000 in the last 10 years) but few continue to be involved in Christian activity. A key challenge is to maintain contact with youngsters through their teenage years by offering interesting and stimulating activities.

**Pioneer Ministry** should be managed separately to Children/Youth work and those involved in Pioneer Ministry need to be given licence to experiment with different forms of ministry that is suitable for the groups with which they engage.

Consideration should be given to establishing a Board for Pioneer Ministry, including representatives from the current projects and the Pioneer Ministry Development Officer. The growth of pioneer ministry will probably result from a number of different projects in the selected areas in the Diocese. We should be open to the possibility of creating one or more "Pioneer Ministry Areas" in which the organisation and constraints will be managed in a different way to the other areas. As vacant churches and parsonages become available consideration should be given for their use as centres of pioneer ministry.

Whilst Pioneer Ministry should be managed separately to childrens/youth work opportunities should be provided for the children/youth/pioneer officers to liaise with each other, particularly if working in the same Ministry Areas. So the Pioneer Ministry Officer should be invited to the Young People's Development Group.

#### **Recommendation 8.1**

**The role of the Children and Youth Advisors should be as facilitators and enablers of work with young people in the Ministry Areas. For the transition period to MA's it is recommended that 2 full-time posts (or equivalent) are assigned in this area, reporting to a "manager" who in turn reports to the Director of Ministry.**

#### **Recommendation 8.2**

**There should be more interaction with children in Church Schools in the Diocese. The primary contact will be the local Ministry Area Leader, in conjunction with the DDE and his Schools Officers.**

**The Children and Youth Advisors should develop appropriate services and activities with which to engage the school children.**

#### **Recommendation 8.3**

**Opportunities for work with secondary schools (and in particular identification of possible CinW secondary schools) should be considered.**

#### **Recommendation 8.4**

**Establish a Board for Pioneer Ministry, including representatives from current projects, the Pioneer Ministry Development Officer and the Director of Ministry. The group should be given licence to experiment with different forms of**

**pioneer ministry, possibly leading to the identification of a Pioneer Ministry Area with a different structure to other MA's.**

**Recommendation 8.5**

**A Young People's Development Group should be established with the children and youth Advisors, the DDE and the Schools Officers. This group should develop a strategy for the engagement of young people within the MA's. Opportunities should be given to report quarterly to the Bishop's Staff.**

**Recommendation 8.6**

**Maintain contact with young people in their teenage years and offer interesting and stimulating activities to maintain their involvement.**

**9. Safeguarding**

The RB is developing a proposal to have 2 regional Safeguarding Officers (in addition to the Provincial Safeguarding Officer) one in North and one in South Wales, funded by the RB. However, the first recruit in North Wales left after a few months in office and no other candidates have yet been identified. It is still the intention to have professional staff at Provincial level to provide the safeguarding advice and services to the Dioceses. A training programme will be offered through the CinW for parish safeguarding officers and clergy who have not yet received training, from Autumn 2014. In our Diocese it has been agreed that the current part-time Safeguarding Officer will step down from this role at the end of 2014. For the future, the Diocesan Office will deal with the administration of training and safeguarding matters and all incidents will be referred to the Bishop's office.

**Recommendation 9.1**

**The province will provide specialist advice on safeguarding matters from January 2015. Training will be provided for Parish Safeguarding Officers and clergy from August 14.**

**Recommendation 9.2**

**All safeguarding incidents must be referred immediately to the Bishop. Administrative issues will be the responsibility of the Diocesan Office.**

**10. Investment Management**

***"The man who had received the 5 talents went at once and put his money to work and gained 5 more" Matthew 25.16***

An investment management committee is responsible for appointing and monitoring the performance of the investment managers (currently Barclays) for both the DBF and Diocesan Trust.

**Recommendation 10.1**

**The contract for the investment managers should be reviewed in 2015.**

## 11. IT Resources

### ***“Turn your ear to wisdom; apply your heart to understanding” Proverbs 2.2***

The IT department at Cathedral Road provide a good service for users in the Diocesan Office. A review of the server, computer hardware, telephone system and photocopier contract in the Diocesan Office was carried out on 22<sup>nd</sup> May 2014. The subsequent report expressed concern about the current state of the server, which was installed in 2006, and its physical environment in a cupboard without adequate temperature control. The age of the server is beyond its anticipated shelf-life and is currently running Windows 2003. The report recommends that this server is replaced as soon as possible and further recommends that the physical server is removed and the services should be hosted in the cloud, as part of a Virtual Machine (VM) to be set up in Cathedral Road as part of the Dell VRTX proposal which will have a central cloud hub, hosting all the major services of the Church in Wales in one location.

In order to realise the benefits of using cloud technologies it is necessary to upgrade the internet connectivity in the Diocesan Office by installing and maintaining a 20MBs line on a 100MBs bearer. This would require a leased line internet connection. The cost of this facility is being investigated.

The report confirmed that the current telephone system and the computer hardware are satisfactory for the current needs. The photocopier is also adequate but as the lease agreement has expired a new contract is recommended.

The Provincial InfoNet database is readily accessible and is a good source of financial and church attendance data for all Dioceses in the CinW. The new Monmouth Diocesan database will be available in July and will be populated with data from the Parish Returns. It will also provide the facility for adding the information from the skills audit.

Some parishes have their own websites and support for these will be available from an officer at the IT Department, who will also deliver training sessions for Ministry Areas starting a new website.

#### **Recommendation 11.1**

**The cost implications of the recent IT review will be considered and the recommendations implemented, as appropriate.**

#### **Recommendation 11.2**

**The new Diocesan database will be populated in August 2014 and used to generate the Diocesan Directory for 2014.**

#### **Recommendation 11.3**

**The Diocesan database will be extended for clergy and laity skills; email addresses of all church members who would like to receive direct communications; officers within each parish/Ministry Area (taking into account any data protection issues).**

## 12. Funding of the recommendations

***“Ask and it will be given to you; seek and you will find; knock and the door will be opened to you.” Matthew 7 v7***

The RB Transformation Fund (total £3.5m) has been set up in order to support Dioceses in the period 2015 – 2018 in the knowledge that extra resource is required for the establishment of Ministry Areas. The Diocese of Monmouth is likely to get £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 – 2018 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
<b>TOTAL</b>	<b>£500k</b>

“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
<b>TOTAL in “matched funding” from DBF</b>	<b>£500k</b>

\*Already allocated in DBF budget projections 2015 - 2018

\*\*£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 2015-2018

### Recommendation 12.1

**A total budget of £1m should be allocated to transformation activities in 2015 – 18. The DBF should allocate £500k (£100k more than previous budget projections) and £500k should be requested from the RB Transformation Fund.**

### **13. Long term considerations**

#### ***“Where there is no vision the people perish” Proverbs 29.18***

In developing a long term strategy for the Diocese we should assume success in the implementation of MA's, optimisation of clergy numbers, training programmes, stewardship campaign, involvement of laity and young people.

However, it is prudent to have contingency plans if we cannot balance our outgoings with the income from Parish Share (+RB). It should be noted that in CinW the “subsidy” to the Dioceses is significantly higher than in the CofE and in the long term we should have a strategy to become more self-sufficient.

If necessary, the Diocese may need to consider a reduction of its infra-structure costs. This could be achieved by sharing some Diocesan functions (eg with Llandaff) and by reducing the central facilities (office merging with Bishopstow/Cathedral relocation to Cathedral Road). To consider these options at this time would be an unnecessary distraction but they could be explored if necessary in 2-3 years time.

#### **Recommendation 13.1**

**Explore contingency plan for reduction of infra-structure costs and shared resources if necessary in 2017.**

## 14. Learnings from Church of England Study on Growth

***“I planted the seed, Apollos watered it, but God made it grow” 1 Cor 3.6***

Early in 2014 The Church Of England published a very comprehensive report “From Anecdote to Evidence” with findings from the Church Growth Research Programme 2011 – 2013. The report includes very detailed statistical analysis on the factors which have influenced church growth (and decline) in Dioceses in England.

The main conclusions which are:

- Growth is easier to find in areas with younger, urban, ethnic minority attenders
- Good leadership is critical – and key skills are motivating; envisioning; innovating; coaching.
- Success is most likely with a clear vision, purpose and strategy.
- Individual churches and congregations should have a willingness to change and adapt.
- Lay leadership is important
- There is a need to actively engage children and teenagers
- A characteristic of growth churches is that they actively engage with those who might not go to church or are outside the existing church community
- Churches which effectively use social media were well represented in the ones exhibiting growth
- Growth is often associated with churches offering encouragement and support through specific discipleship courses
- Attendance at English Cathedrals has grown significantly in recent years (overall weekly attendance, based on 42 cathedrals, grew by 35% between 2002 and 2012).
- There are many examples of “Fresh Expressions” of church attracting those who have previously been unreached by the church.

The factors associated with decline were:

- Declining numbers of children and young people. It is clear that engaging young people around adolescence and early adulthood is crucial. Evidence shows that those who belong in their 20’s will probably stay for the rest of their lives – but if they don’t, it will be hard to bring them in.
- Amalgamated churches are more likely to decline. Churches are more likely to grow when there is one leader for one community. But this leader does not have to be an ordained minister. The study gives good examples of growth in individual churches with a lay leader.
- Decline often happens when there are distractions from mission, such as spending a disproportionate amount of time on building/church maintenance.
- Decline is frequently associated with congregations that are unwilling to change.

## **APPENDIX 1**

### **Church in Wales 2020 Vision**

2020 Vision is the name for the Church in Wales' strategy following the wide-scale review to see how the Church could best serve Wales by the time it celebrates its centenary in 2020.

The report of that review (the Harries Report) had fifty recommendations for the Church in Wales to consider. It was presented to Governing Body in September 2013 and a group of five people has been appointed to take a detailed look at the Report's recommendations and advise on how they can be taken forward. They are drawing up a timetable of action, acting as a liaison point and monitoring progress.

Each Diocese has appointed an Advocate and a Link to liaise with the Implementation group and to promote the strategy in their Dioceses. In the Diocese of Monmouth, the Advocate is Archdeacon Jonathan Williams and the Link is Revd Janet Bone.

At the core of the recommendations is the creation of 'Ministry Areas' led by teams of clergy and lay people, replacing the traditional pattern of smaller parishes led by one cleric.

## APPENDIX 2

### 2014 Budget for Diocesan Resources

	£'000
Office Staff and support costs	190
Children/Youth/Ministry (inc Lab)	147
Parish Development	55
DAC/Care of Churches	22
Communications	39
Training/Learning Advisor	52
Governance & Compliance*	67
<b>Total</b>	<b>572</b>

\*Includes audit/professional fees; Diocesan Conference; Insurance; Registrar fees; GB costs; Investment Management fees; Safeguarding

## APPENDIX 3

### JOB DESCRIPTION OF DIOCESAN SECRETARY

<b>Job Title:</b>	Diocesan Secretary
<b>Grade:</b>	RB Grade H
<b>Location:</b>	The Diocesan Office, Newport
<b>Responsible to:</b>	The Bishop, The Chair of the DBF

#### Roles and Responsibilities of the Diocesan Secretary

- Demonstrate a passion for the further development of God's Kingdom within the Diocese of Monmouth
- Support the Bishop, his senior team and the Diocesan Board of Finance (DBF) in leading the Diocese through a period of cultural, strategic and organisational change as a result of the Church in Wales 2020 Vision and the establishment of Ministry Area Teams.
- Promote collaborative working and good communication between the Bishop's staff, Diocesan Officers, Diocesan Office staff, Cathedral, and Ministry Area Teams.
- Attend meetings of the Parochial Church Councils and Ministry Area Teams and participate in worship in churches throughout the Diocese.
- Lead the Diocesan Administration team, ensuring the efficient delivery of services and resources to Ministry Areas, parishes, clergy, and church schools in the Diocese.
- To represent the DBF as "the employer". To develop and implement HR policies and procedures for all employees of the DBF.
- Act as Company Secretary of the Monmouth Diocesan Board of Finance and the Diocesan Trust. Ensure all legal and statutory requirements are met with good governance and professional advice.
- Ensure that administrative and secretarial support is provided for the Diocesan Committees.
- Implement the recommendations from the recent Diocesan Resources Review.
- Liaise with the Representative Body and other Diocesan Secretaries in the CinW (and in CofE, as appropriate) and carry out benchmarking exercises to ensure that best practices are adopted.

## **APPENDIX 4**

### **DIOCESAN SECRETARY – PERSON SPECIFICATION**

#### General

- A communicant of the Church in Wales or of a Church in communion with it (a genuine Occupational Requirement under the Equality Act 2010).
- Committed to furthering God's Kingdom in the Diocese of Monmouth.
- Willing to work flexibly as demanded by the range of responsibilities, including evening and weekend involvement in the Parishes, Ministry Areas and churches in the Diocese.
- A driver with access to a car at all times.

#### Qualifications and experience

- Educated to degree level
- Proven track record of working at a strategic level within a complex organisation
- Experience of project management and ability of managing change with skill, patience and sensitivity
- Experience of leading, coaching and enabling a team

#### Knowledge and understanding

- Understands the parochial and diocesan structures in the Church in Wales and the changes needed as part of 2020 Vision.
- Sound financial, IT and business awareness.
- Knowledge of employment legislation, Health & Safety, Safeguarding, and charitable organisations.
- Appreciates issues of confidentiality and equality.

#### Management and Administration

- Highly motivated and energetic
- A collaborative team player
- Communicates clearly, concisely and understandably with a range of people and groups
- Meticulous with an ability to assimilate complex and detailed information

#### Leadership

- Able to take responsibility for a task and to give direction and support to others
- Acts as a coach to members of staff, giving feedback and learning opportunities so that their performance is continually improved
- Able to make strategic and difficult decisions when needed
- Able to provide leadership across functional boundaries in matrix management structures

## APPENDIX 5

### JOB DESCRIPTION OF STEWARDSHIP & MINISTRY AREA DEVELOPMENT OFFICER

Job Title: Stewardship and Ministry Development Officer  
Grade: RB Grade F  
Responsible to: The Diocesan Secretary  
Location: The Diocesan Office, Newport  
Context: Working in conjunction with the Diocese  
To promote the principles and encourage the practice of Christian stewardship at all levels in the Diocese by teaching, action, and personal example.  
To identify and develop resources in support of Ministry Area Development.

#### Main Working Contacts:

Ministry Area clergy and officers, the Bishop's senior staff and Diocesan Officers

#### Main Roles and Responsibilities:

- To work in partnership with the Diocesan Board of Finance, clerical and lay leaders in the parishes, Ministry Areas and with other Diocesan Officers in delivering the Diocesan Strategy and the establishment of Ministry Area Teams.
- To advise on the principles of Christian giving (time, skills, money) in parishes, and to assist in the continuation and development of existing programmes.
- To be a member (and secretary) of the Ministry Development Team and to participate (with the Diocesan Secretary and Archdeacons) in setting up Ministry Area Teams.
- To advise Ministry Area Leaders and Teams on the use of the Diocesan Skills Database and provide practical help with recruitment of lay officers.
- To support MAT officers and identify training needs.
- To work with the Diocesan Secretary and the Training Officer to plan a lay training programme.
- To advise on the use of parochial resources, both financial and buildings.
- To assist parishes with capital fund-raising projects where appropriate.
- To provide advice on legacies.
- To research the availability of grants, for parishes for buildings and projects; to identify and work with the appropriate grant officers in local authorities, National Assembly trusts, etc.
- To advise parishes on the availability of grants, and assist in grant applications, together with advice on maintaining a clear audit trail. To be a member of the DNA group and provide a link with stewardship.
- To represent the diocese at regional and national conferences on Christian Stewardship and related subjects.
- To provide advice to the DBF and Senior Staff meetings as appropriate.

**Key Skills and Abilities:**

- Be a communicant member of the Church in Wales or a Church in communion with it. To be passionate about furthering God's Kingdom in the Diocese of Monmouth
- Able to demonstrate first class communication and presentational skills, both written and oral.
- Creative in his/her work and able to exercise his/her own initiative.
- Good team player.
- Skilled in motivating people, and familiar with working within a voluntary organisation.
- Practical experience of parish life
- An understanding of the changes needed in delivering Vision 2020 and the establishment of Ministry Area Teams
- Experience of working with central and local government departments and agencies in sourcing funding.
- Demonstrable ability to put together business plans
- Computer literate
- Experience of developing relationships to enhance community involvement in projects
- Ability to think strategically
- Willing to work flexible/unsocial hours, including weekends, and able to travel extensively within the diocese.

## **Appendix 6**

### **Current Diocesan Committees**

**The Diocesan Board of Finance** is responsible for ensuring that there is sufficient revenue to maintain the level of stipendiary ministry for the diocese and for administering the finances of the diocese. It is a Charitable Trust and the employer of Diocesan Officers and staff.

**The Diocesan Trust** is responsible for the financial administration of all church schools within the diocese and for their funding. It is the owner of the Diocesan Voluntary Aided Church School buildings and supports the Governors of the schools in their duty to maintain the buildings.

**The Parsonage Board** is responsible for the repair and upkeep of all parsonages and for buying and selling houses as appropriate.

**The Standing Committee** advises the Diocesan Conference on matters of policy and the best use of resources.

**The Council for Education** works to promote within the Diocese the policy of the Church in Wales in regard to all aspects of education, both voluntary and statutory.

**The Diocesan Advisory Committee** is set up by the Constitution of the Church in Wales as an advisory body on matters affecting the fabric and fittings of places of worship in the diocese, particularly relating to the grant of faculty by the Chancellor. Its members have a wide range of expertise which is freely available to parishes.

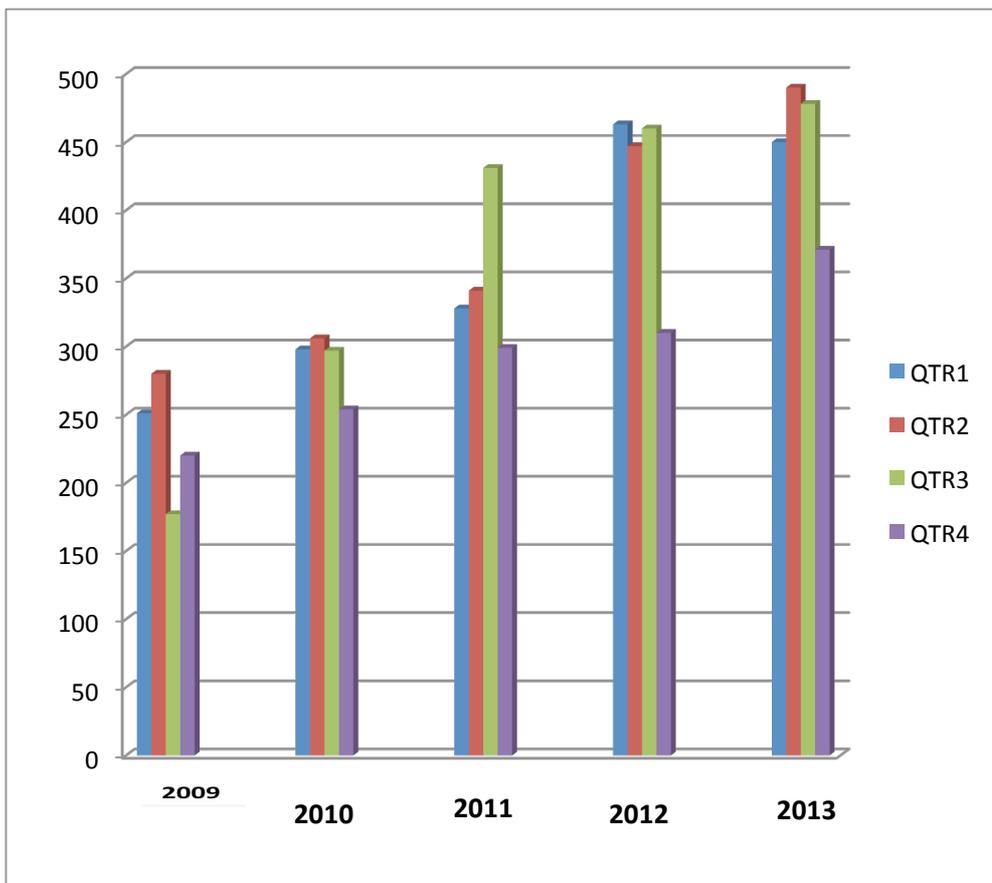
**The Churches and Pastoral Committee** is responsible for keeping under review the pastoral need of churches and for awarding grants for the repair of church buildings and boundary walls.

## APPENDIX 7

### Quarterly Comparison of Parish Share Arrears:

Net Totals in £000's at QTR End.

YEAR	QTR 1	QTR 2	QTR 3	QTR 4
2009	251	280	177	220
2010	298	306	297	254
2011	328	341	431	299
2012	463	447	460	310
2013	450	490	478	371



## APPENDIX 8 Comparison of Parish Share Arrears

<b>Diocese</b>	<b>2010 %</b>	<b>2011 %</b>	<b>2012 %</b>	<b>2013 %</b>	<b>2014 %</b>
<b>St Asaph</b>	3.4	4.6	9.2	6.7	5.3
<b>Bangor</b>	10.5	10.3	8.2	11.4	17
<b>St Davids (discounted)</b>	6.7	7.4	7.7	8.5	8.9
<b>Llandaff</b>	3.8	3.8	3.7	Less than 1%	1.2
<b>Monmouth</b>	3.1	5.7	6.5	6.7	10.2%
<b>Swansea and Brecon</b>	7.6	7.0	7.8	9.0	11

## Parish Share Increase

<b>Diocese</b>	<b>2009 %</b>	<b>2010 %</b>	<b>2011 %</b>	<b>2012 %</b>	<b>2013 %</b>	<b>2014 %</b>
<b>St Asaph</b>	4.5	1.4	3.5	1.0	0.0	1.0
<b>Bangor</b>	5.69	3.5	2.5	2.6	1.9	0.3
<b>St Davids (discounted)</b>	4.5	0.0	0.65	0.74	-0.05	-0.01
<b>Llandaff</b>	3.0	4.0	2.0	1.6	0.0	-3.2
<b>Monmouth</b>	4.0	3.0	3.0	3.0	1.0	1.0
<b>Swansea and Brecon</b>	4.5	4.5	2.0	1.6	2.0	2.0

Data presented at Diocesan Secretaries Meeting, May 2014

## APPENDIX 9 - Possible Impact of proposals for Parish Share in 2015

	<b>£'000</b>
Budget for Parish Share income in 2014	2592
Effect of reduction in average attendance of 3%*	-78
Effect of 5% rebate (assuming 50% take-up)	-63
Effect of 20% payment of outstanding share	+74
Expected income from Parish Share in 2015	2525

\*From 2007 - 2012 average Sunday attendance in Diocese of Monmouth fell by 3% p.a.

## **APPENDIX 10**

### **Possible Roles of Lay Ministry**

- Church Warden
- Focal Minister
- Licensed Lay Minister
- Lay Eucharistic Minister
- Lay Eucharistic Assistant
- Worship Leader
- Pioneer Minister
- Evangelist
- Sunday School Leader
- Treasurer
- Meeting chairman
- Pastoral Visitor
- Meeting Secretary
- Communications Officer
- Administrative Support Officer
- Safeguarding Officer
- Children/Youth Officer
- H&S Officer
- Faculty Officer
- Stewardship Officer
- IT Officer
- Project Manager

## **Appendix 11 - Church Schools in the Diocese of Monmouth**

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### **ALL SAINTS' CHURCH IN WALES PRIMARY SCHOOL, LLANEDEYRN (CARDIFF)**

Ael-y bryn, Llanedeyrn, Cardiff CF23 7LF

Tel: 02920 735106

Headteacher: Mrs Eleri Williams

Status: Aided

Age Range: 4-11

### **ARCHBISHOP ROWAN WILLIAMS PRIMARY SCHOOL, PORTSKEWETT (MONMOUTHSHIRE)**

Crick Road, Portskewett, Caldicot, Monmouthshire NP26 5UL

Tel: 01291 420526

Headteacher: Mr Graham Murphy

Status: Aided

Age Range: 4-11

### **BISHOP CHILDS CHURCH IN WALES PRIMARY SCHOOL, ST MELLON'S (CARDIFF)**

Willowbrook Drive, St Mellons, Cardiff CF3 0AY

Tel: 02920 770584

Headteacher: Ms Angela Davies

Status: Aided

Age Range: 4-11

### **BLAENAVON HERITAGE CHURCH IN WALES PRIMARY SCHOOL (TORFAEN)**

Blaenavon Community Campus, Middle Coed Cae Road, Blaenavon, Torfaen. NP4 9AW

Tel: 01495 766500 / 766501

Headteacher: Mrs Deborah Woodward

Status: Controlled

Age Range 4-11

### **THE CHARLES WILLIAMS CHURCH IN WALES PRIMARY (NEWPORT)**

High Street, Caerleon, Newport NP18 1AZ

Tel: 01633 423497

Headteacher: Mr Jared Nolan

Status: Aided

Age Range: 3 -11

### **HENLLYS CHURCH IN WALES PRIMARY SCHOOL (TORFAEN)**

Ty-Canol Way, Henllys, Cwmbran

Tel: 01633 877796

Headteacher: Mr Mark Durbin

Status: Aided

Age Range: 4-11

### **LLANFAIR KILGEDDIN CHURCH IN WALES PRIMARY SCHOOL (MONMOUTHSHIRE)**

Llanvair Kilgeddin, Abergavenny, Monmouthshire NP7 9BE

Tel: 01873 880974

Headteacher: Mrs Sue Evans

Status: Aided

Age Range: 4-11

### **LLANTILIO PERTHOLEY CHURCH IN WALES PRIMARY SCHOOL (MONMOUTHSHIRE)**

Hillgrove Avenue, Mardy, Abergavenny, Monmouthshire NP7 6LZ

Tel: 01873 853746

Headteacher: Miss Melissa Toombs (Acting)

Status: Controlled

Age Range: 4-11

**MAGOR CHURCH IN WALES PRIMARY SCHOOL (MONMOUTHSHIRE)**

Sycamore Terrace, Magor, Caldicot, Monmouthshire NP26 3EG

Tel: 01633 880327

Headteacher: Mr Gareth Atwell

Status: Aided

Age Range: 3-11

**ALPAS CHURCH IN WALES INFANTS SCHOOL (NEWPORT)**

Yewberry Close, Malpas, Newport NP20 6WJ

Tel: 01633 854425

Headteacher: Mrs Annette James

Status: Controlled

Age Range: 4-7

**MALPAS CHURCH IN WALES JUNIOR SCHOOL (NEWPORT)**

Yewberry Close, Malpas, Newport NP20 6WJ

Tel: 01633 855998

Headteacher: Miss Katharine Thomas

Status: Controlled

Age Range: 7-11

**OSBASTON CHURCH IN WALES PRIMARY SCHOOL (MONMOUTHSHIRE)**

Osbaston Road, Monmouth NP25 4YF

Tel: 01600 775070

Headteacher: Mrs Catherine Jones

Status: Controlled

Age Range: 4-11

**PONTHIR CHURCH IN WALES PRIMARY SCHOOL (TORFAEN)**

School Close, Ponthir, Torfaen NP18 1GA

Tel: 01633 421651

Headteacher: Mrs Ceris Spooner

Status: Aided

Age Range: 4-11

**RAGLAN CHURCH IN WALES PRIMARY SCHOOL (MONMOUTHSHIRE)**

Chepstow Road, Raglan, Usk NP15 2EN

Tel: 01291 690704

Headteacher: Mr Jeremy Piper

Status: Controlled

Age Range: 4-7

**ST DAVID'S CHURCH IN WALES PRIMARY SCHOOL, PENTWYN (CARDIFF)**

Bryn Celyn Road, Pentwyn, Cardiff CF23 7ED

Tel: 02920 734308

Headteacher: Mrs Rhian Lundrigan

Status: Aided. Age Range: 3-11

**ST MELLONS CHURCH IN WALES PRIMARY SCHOOL (CARDIFF)**

Dunster Road, Llanrumney, Cardiff CF3 5TP

Tel: 02920 794195

Headteacher: Mrs Nicola Price

Status: Controlled. Age Range: 4-11

**USK CHURCH IN WALES PRIMARY SCHOOL (MONMOUTHSHIRE)**

Monmouth Road, Usk, Monmouthshire NP15 1SE

Tel: 01291 673818

Acting Headteacher: Mrs Victoria Evans (Acting)

Status: Controlled. Age Range 4-11