



The Responsibility is Ours

A Review of
Parish Share

Supporting
mission and
ministry in 2014
and beyond



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If this paper uses jargon that confuses, you may find the Glossary helpful in Appendix D.

Summary of recommendations

Why a review now?

The Bishop's Council has called for a review in the light of an accumulated deficit in diocesan expenditure over the past four years of over £2 million (approximately £700,000 in 2012 alone); we cannot continue to spend money we do not have. The aims of this proposal include greater transparency, reflecting the realistic costs of ministry in the way Parish Share is calculated.

Some facts and figures

The cost of providing stipendiary clergy as leaders in mission across the diocese is met from a number of sources; glebe land, fees, grants, investments and Parish Share. Parish Share provides 64%; it needs to contribute £7.2 million if we are to avoid significant cuts in clergy numbers and service and support to parishes. However, in 2012, we gave less than £6 million, using an allocation system based on the size of an electoral roll and the usual Sunday attendance; we took no account of the actual costs of ministry. This review is a challenge to us all to accept that **The Responsibility is Ours (TRiO)** to pay for God's work in the Diocese.

The new method

From 2014, the Share will no longer be allocated to individual parishes, but to benefices (see 'Benefice' in the glossary), which is where the costs lie. There will be two elements; the first will be related to the actual cost of ministry within the benefice. The second will contribute to mission across the diocese where the cost of that mission needs to be shared by us all. Parishes within a benefice will decide amongst themselves how the total cost will be divided between them.

The average cost of keeping one full-time priest in a benefice	£50,022
Less average income per benefice used towards stipend costs (glebe and fees)	<u>-£8,483</u>
Net cost of Ministry per benefice	£41,539
Cost per benefice of wider Diocesan Mission Support	£22,169
Less other Diocesan income (investment income)	<u>-£6,405</u>
Benefice contribution to Diocesan Mission Support	£15,764
Total average cost per benefice	£57,303

Transition – moving from where we are to the new system

Many benefices currently contribute much less than the actual cost of ministry exercised in their benefice and it is unrealistic to ask for the full cost of ministry from every benefice in the first year. Benefices will be invited to start a journey towards paying for their own ministry, starting with what they have actually paid in the past and challenging themselves to pay an additional 15% each year until they are meeting their costs.

Some benefices pay much more than the cost of their own mission and ministry and so are supporting others. These benefices will be asked to support the transition process by maintaining their contribution with the intention that it will not increase until the cost of ministry reaches the level they are giving.

Support for those who cannot meet this cost

We receive a grant each year from the Church Commissioners (approximately £1.5 million), the purpose of which is to support struggling parishes. From this, money will be allocated to support the transition process and to those benefices which need financial help. Support may also be offered in other ways such as help with a growth plan or stewardship campaign.

The process

Each benefice will receive its Share figure by the end of June. Multi-parish benefices will need to meet to agree how the Share will be divided between the parishes. Agreed amounts will be given to the Deanery Assessor by October. Where a benefice believes that it cannot realistically meet the challenge, a meeting will be held with the parishes to assess the nature and level of support needed.

This booklet sets out to explain the true costs of mission and ministry; it recognises that we are a diocesan family of parishes, here to support each other; it also accepts that the basic responsibility lies with each benefice to fund mission and ministry.

A message from Bishop Graham

A few years ago the Theatre Royal in Norwich launched an appeal for £10 million for its complete refurbishment. It was thought to be a lot of money to raise. The appeal was successful and Norwich has a high quality theatre as a result.

I was involved in one of the fundraising events for that appeal. I remarked to a colleague that the Diocese of Norwich had a similar appeal every year, raising more than £6 million annually to pay the clergy and meet its costs. I said it all came from voluntary giving and formed more than sixty per cent of our total diocesan income. This man was hugely surprised. He became more surprised when he realised that this was on top of looking after our church buildings and meeting all local expenses. It made him think that the churches in this diocese were stronger than he had ever imagined and that people who went to them more generous than he would have predicted.

It is astonishing to reflect on the millions of pounds given each year in parish share. So my first note is one of thanksgiving.

It is the generosity of God's people which enables the diocese to sustain an effective ministry in 577 parishes. I thank PCCs, churchwardens, treasurers, deanery assessors, clergy and rural deans as well as our Diocesan staff team.

Yet we face a problem. Since 2008 we have had successive years in which not enough money has been raised to meet the costs of the ministry deployed across our parishes. The cumulative deficit now exceeds £2 million.

The policy in this diocese has been to sustain the number of our stipendiary clergy as far as we can, and to increase the numbers of self-supporting clergy and readers alongside them. We have had to reduce stipendiary numbers just a little, given the overall reduction in numbers of clergy in the Church of England as a whole but we have avoided the radical reductions which have been pursued in some dioceses in order to balance the books. Our present provision

of ministry would not present problems if every parish paid its share in full. Our aim must be to ensure that all benefices make a sufficient contribution for the cost of the ministry they receive. There are some parishes where social deprivation is so severe that this is unlikely and where appropriate financial assistance is needed. That's why everyone pays their share.

In contributing to the cost of ministry through the parish share, parishes are not buying in a service or paying someone simply to take services. On the contrary, church members are contributing to a ministry to the whole parish, to those who come to church and those who do not, to those who share our faith and those who do not. That ministry is one of invitation, pastoral care and evangelism. We want people to come and experience life in Christ, the most fulfilling way to live.

The Parish Share Review Group has been asked to make recommendations about how to balance our books in line with these convictions. An alternative is to reduce the provision of ministry but this also reduces the provision of pastoral care, evangelism and presence. I am enormously grateful to the Review Group for the work which they have done and pray that we will all respond imaginatively to the challenges they present to us.

+ *Cesare Normie:*

Responding to God's call to be a missionary Church – a Biblical reflection

This review seeks to set the payment of Parish Share in the context of the whole mission of the Church. In what is known as the Great Commission, Jesus sends us out to make disciples of all nations, making it clear that he didn't come to set up a club for selected people, but a community which embraces everyone. Part of the Church of England's response to this commission is the parochial system where every square metre of our country is in a parish, with a congregation of people who have accepted their calling to mission and ministry across their community.

The words of the service at the start of a new parish ministry describe our responsibility (and privilege) as being *to proclaim our faith afresh in each generation and to bring the grace and truth of Christ to this generation and make him known*. PCCs are also charged with promoting in the parish the *whole mission of the Church, pastoral, evangelistic, social and ecumenical*.

To be parochial, therefore, is not to be inward looking (although the word is often used to mean that); on the contrary, a parochial attitude is one which recognises the church's responsibility to all who live in its parish. In paying for our clergy, Parish Share is providing our leaders in mission.

This task is our God-given calling and we fail in our response to God if we leave the funding (or the doing) of mission and ministry to others. St Paul appeals to Christians to present ourselves as living sacrifices (Romans 12: 1). In encountering God in the Temple, Isaiah didn't respond, "Here am I, send someone else!" but "Here am I, send me". The responsibility for the Church's mission and ministry belongs to us, not to someone else.

Unity across the church is another Biblical theme, a unity that finds expression in the way we support one another. One example is St Paul's collection for the struggling church in Jerusalem, teaching us that one person's abundance is to meet another person's need. When, as in the story of the widow's mite, we have given everything and still it is not enough, then others in the Christian family are called to help.

Almost half of Jesus' parables are about money. St Paul, too, has much to say on the question of giving. In chapters 8 and 9 of Paul's second letter to the Christians in Corinth, he challenges us all to follow Christ's example, giving that others may have. Some of our basic principles of Christian giving can be found in these two chapters:-

- We give in response to God's love
- Giving is a privilege
- Giving is good for the giver as well as for the recipient
- Plan your giving
- Be generous
- Those who have are called to help those who have not
- Give till it hurts
- Even the poor are called to give
- Our giving reflects our understanding of God's love
- We are giving back to God that which God first gave to us
- God loves a cheerful giver

In writing that God loves a cheerful giver, St Paul uses the Greek word ἡλᾰρος (hilaros), from which we get the word hilarious, suggesting a bit more than cheerfulness, perhaps closer to not counting the cost and abandoning ourselves in the joy of giving!

Our former archbishop, Rowan Williams, made the point that it is not a matter of persuading ourselves that giving is an obligation. Instead, he wrote, *it is a natural response to the experience of being loved. Real gratitude, which is joy and delight, has very little to do with calculating what we now owe.*

Because Parish Share is paying for the work of God in our Diocese; because giving can be joyful; because God freely pours his blessings upon us; because our security is found not in the things of this world but in Christ, is it possible that we might try to outdo one another in love, giving more than we are asked in order to see God's love proclaimed?

Why a review now?

The present worldwide economic woes have caused many reviews to take place in the finances of nations and households alike. Parish Share is no exception and our present system of calculation and allocation was devised in what now seems like a different era.

So said the Bishop's Council in deciding to begin a new review of Parish Share. It is not long since the last review but the Bishop's Council wanted a more radical attempt to find a system that can address our current shortfall in the cost of mission and ministry across the diocese. Indeed, the 2008 review acknowledged that, should share collection continue to prove difficult, a more radical system (based on ministry costs) might be needed. It is now clear that the radical option must be set before us.

Over the past four years, our income has fallen short of costs by over £2 million despite reducing expenditure; **we cannot continue to spend money we do not have.** Currently, over one-third of parishes do not pay what is asked of them and the cost of ministry in over 90% of parishes is being subsidised by others.

The Review Group was asked to consider changes that would reflect "the realistic costs of ministry", so that each parish and benefice would understand how they benefit from their local ministry and also recognise the real costs of providing that ministry. The Bishop's Council brief is set out in Appendix B.

Some facts and figures

(All figures used in this introductory paper are estimated for 2014)

The Parish Share represents only a part of the resources we need to pay for the work of the Church in the parishes of our Diocese.

First and foremost, we have a host of volunteers: Readers, non-stipendiary and retired clergy, churchwardens, treasurers, PCC members, cleaners, leaders of young people's groups, to name just the tip of the iceberg!

There are also local costs for the church if it is to live out its mission to grow the Kingdom of God. This might include materials for Messy Church, heating or insuring the building; it may be resources for a confirmation class or buying new hymn books, youth work or pastoral care for the elderly. Keeping our buildings in good repair is another major cost, one which is often beyond the means of our local communities. The Norfolk Churches Trust and the Heritage Lottery Fund are among grant-making bodies which are there to support what is recognised as part of our national heritage. **Important as our buildings are, they cannot be our first priority. Without the ministry and mission which flow out of our buildings, they will become little more than beautiful memories of the past.**

Providing leadership for mission and ministry are our stipendiary clergy and, in common with most organisations, salaries (stipends in the Church of England) form the largest call on finance. In order to pay these stipends across the diocese, we receive income from a number of sources.

- Our glebe (whether land or investments) is part of the historic endowment of the diocese and the income from this must be allocated to paying clergy stipends.
- Fees generated by our clergy and Readers for conducting weddings and funerals. Again this is allocated to clergy stipends.
- Grants from various bodies such as the Church Commissioners and the All Churches Trust.
- Other historic investments, the interest on which can be used for ministry in the diocese.

All this provides £4.2 million but the cost is £11.4 million. The balance comes from Parish Share and, across the whole diocesan family, this means that we need to find £7.2 million.

For a number of years, as a diocesan family of parishes, we have contributed (in Parish Share) less than 90% of what has been needed. It means that we began 2013 with an accumulated operating deficit over just four years of more than £2 million. It is important to note that this deficit has arisen despite substantial reductions in costs over the same period and the commitment to reduce costs continues.

The Review Group looked at whether it is realistic to keep the present system and expect to increase the collection rate from below 90% to 100%. The conclusion has been that the Bishop's Council is right to seek a new system of allocation, together with a period of transition rather than an instant change. In making suggestions, the Group was conscious that the only alternative is to reduce costs by significantly cutting the number of stipendiary clergy.

What follows challenges us all to accept that **The Responsibility is Ours (TRiO)** to pay for God's work in the Diocese.

The current system

At present, a parish's contribution to the cost of mission and ministry by means of Parish Share is calculated by averaging their Normal Sunday Attendance and the Electoral Roll to give a "Parish Strength" figure. Combining all the Parish Strength numbers across a deanery gives that deanery's share of the total diocesan costs. The Deanery Assessor (appointed by the deanery) then presents each parish with their share of the total.

This has the advantage that it is simple and easy to administer. But it has the downside that it doesn't offer an obvious link to the costs of providing ministry in that place. It also does little to encourage growth in numbers (one of the stated aims in the Diocesan Committed to Growth vision); a church active in mission sees their Parish Share go up by nearly £500 for each new worshipper; or half that if they are dissuaded from joining the Electoral Roll.

The Share for each parish is adjusted according to local circumstances by their Deanery Assessor. It still means, however, that, in the current system, **over one-third of parishes do not meet what is asked of them, and over 90% do not meet the actual ministry and mission costs.**

The new method

The Review Group set out to find a method which:

- makes a clear link between what is sent to the diocese and the ministry received in the parish.
- is simple and transparent
- is encouraging to growth
- is realistic

From 2014, there will be two elements to the Share. The first and larger proportion will be related to the actual cost of ministry within the benefice. The second will contribute to mission across the diocese where that mission needs wider support. Parishes within a benefice will decide amongst themselves how the total cost will be shared between them.

The Share will therefore be related to a benefice (a group of parishes which share the ministry of one or more clergy), rather than to individual parishes. In urban areas the benefice will often be a single parish but in much of the diocese there are multi-parish benefices.

There will no longer be calculations based on Parish Strength (Electoral Roll and Normal Sunday Attendance). That means that the Roll can be again what it should be: a tool for mission and engagement in the life of the parish.

The Deanery Assessors have been key figures in encouraging the financial support necessary for our ministry; although this process removes one of their functions, their local knowledge across a deanery will still be an important factor in supporting parishes to meet their challenge. For example, where a benefice believes that some external support would be helpful in calculating the division of its Share between parishes, their Deanery Assessor will be available to help, as will members of the Diocesan Finance Department and the Diocesan Secretary.

This method uses the principle of subsidiarity (that decisions are best made at the most local level possible and that the central structure should make only those decisions which cannot be made locally). This meant, in the past, that the allocation of Parish Share was delegated to each deanery. In asking benefices to divide the Share between their constituent parishes, this new proposal takes the principle of subsidiarity a step further without removing the important role of the Deanery Assessors.

Calculating the costs of mission and ministry

The average cost per benefice of all the mission and ministry across the diocese is £72,191. A number of pie charts on the following pages explain how this figure is made up and the various sources of income which pay for it. Clergy in parishes cost about £8 million, but we receive £1.6 million from glebe and fees. Additional costs are £3.4 million, but we receive £2.6 million in grants and other investments. So, of the £11.4 million total cost, £7.2 million needs to be contributed by our parishes. Another way of looking at this is that the average cost per benefice of £72,191 comes down to £57,303 once income other than Parish Share has been taken into account.

For the sake of clarity, we will divide the cost of mission and ministry into two:

- the direct cost of placing one full-time stipendiary priest into a benefice
- the additional costs of mission and ministry in the diocese, which ought to be shared between us all (Diocesan Mission Support).

The average cost of keeping one full-time priest in a benefice*	£50,022	
Less average income per benefice used towards stipend costs (glebe and fees)		<u>-£8,483</u>
Net cost of Ministry per benefice		£41,539
Cost per benefice of wider Diocesan Mission Support**	£22,169	
Less other Diocesan income (investment income)		<u>-£6,405</u>
Benefice contribution to Diocesan Mission Support		£15,764
Total average cost per benefice		£57,303

* The costs of keeping a priest in a benefice include the stipend, employer's national insurance, pension contributions, housing, training and support.

** The additional costs (Diocesan Mission Support) include the training of our curates and Readers, support for church schools, central administration, social and community concerns, support for youth and children's work, establishing new churches, training for the laity, DAC and legal costs, etc.

The following charts (on the right) analyse the two elements of Parish Share: putting clergy into benefices and how the wider diocesan support is spent. The chart below demonstrates our reliance on Parish Share which provides the bulk of the money needed for our mission and ministry.

N.B. It is, perhaps, worth mentioning that £50,022 is not what a priest receives in their pay packet! A stipend in the Diocese of Norwich is approximately £24,000.



Where the money comes from

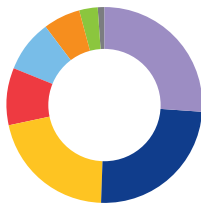
- Parish Share 63.83%
- Archbishops' Council grant 13.30%
- Other income 8.99%
- Glebe investment income 8.39%
- Statutory fees 5.50%

Ministry costs for one Incumbent



● Stipend	48.45%
● Housing	19.81%
● Pension	18.67%
● Training and support	8.51%
● National insurance	4.56%

Shared costs of Diocesan Mission Support



● Curates	26.21%
● Administration	24.47%
● Other support for mission and ministry	20.99%
● Church Schools	9.48%
● National Church Responsibilities (Archbishop's Council)	8.74%
● Diocesan Advisory Committee	6.01%
● Youth, Children and Families	3.25%
● Social & Community Concerns	0.84%

Transition – moving from where we are to the new system

Many benefices are currently contributing significantly less than the cost of ministry exercised in their benefice. So it is unrealistic to ask for the full cost of ministry from every benefice in the first year. We will therefore look at the highest amount a benefice has paid between 2009 and 2012 and ask for an extra 15% per year until they are meeting the actual cost for their community. That's a huge challenge – we know. But we believe it can be done: careful teaching, wholehearted discipleship and glad stewardship of God-given resources will lead to growth.

Some benefices pay much more than the cost of their own mission and ministry. They are paying for themselves, and also for those who are not contributing their full costs. In order to contribute to the transition period, these benefices will be asked to keep their contribution at the highest amount paid between 2009 to 2012; with the intention that their contribution will not increase until the cost of ministry reaches the level they are giving.

There will always be the need to share costs so that, as St Paul writes to the Christians in Corinth, one person's abundance will meet another person's need. Perhaps we'll have a new housing development, needing new mission. Perhaps a poorer area cries out for special attention.

Generosity is one of the gifts of the Spirit and we will all need to allow that gift to flourish within us if we are to live out the **TRiO** principle, that **the responsibility** to fund God's work **is ours**.

See Appendix A for examples of how this works in five different situations.

Support – for those who cannot meet this challenge

We receive a grant each year from the Church Commissioners (currently £1.5 million), the purpose of which is to support struggling parishes. In the past, this has been used to support stipends in an untargeted manner but enabling us to keep down the cost of ministry required from Parish Share. We will, from now on, use this money in a manner which is much more closely linked to the spirit in which it is given. It will form the pot of money from which support is given for those benefices which need financial help, either temporarily or permanently, given their own circumstances. **This support will be additional to the automatic transitional support shown in Appendix A.**

The process

Under the new system, therefore, each **Benefice** will receive its Share figure from the Diocesan office. Benefices will be given the amount for 2014 at the end of June 2013. In multi-parish benefices, a meeting will need to be held of all the treasurers, clergy and others involved in finance and stewardship. The purpose of this is to agree how the Share will be divided between the parishes in the Benefice.

By the end of October, each benefice will be asked to let their Deanery Assessor know how they have allocated their Share between the parishes. We strongly hope that arrangements will be put in place for paying by Direct Debit. The Deanery Assessor will pass these figures on to the Diocesan Finance Department by the end of November. A more detailed step-by-step description follows on page 24.

What happens if a Benefice is unable to meet this challenge?

We will offer support. It may be that a Benefice believes that it cannot realistically meet the challenge presented for the coming year. In this case, the Benefice will request an assessment of the support it needs. A meeting will be convened, involving members of the Benefice (including treasurers and clergy) and others which could include their Archdeacon, Deanery Assessor, Rural Dean, Deanery Lay Chair, a member of the Diocesan Staff Team, Mission Advisory Group and Parish Share Review Group. Accounts will be examined and a plan of action agreed which may involve assisting the Benefice in a stewardship campaign, developing a Growth Plan or, where financial support is agreed as necessary, offering a reduction in their Share or giving a longer period of time for the transition to paying their full costs. These meetings will need to be held well before the deadline for informing the Deanery Assessor of Parish Share figures and the method of payment. **If you find yourself in this position, please get in touch with your Deanery Assessor or Archdeacon so that appropriate support can be offered. Please remember that funds are built into the budget to help those benefices that cannot pay what is requested.**

Alternatively, a Benefice may have accepted the challenge but, in the event, is not able to meet it. As at present, receipts will be monitored monthly during the year. If a Benefice is falling behind, the Archdeacon will convene a support meeting as above to assist the Benefice in meeting the cost of ministry.

This new system accepts that the ability to fund the cost of mission and ministry will vary from place to place and it will provide support in meeting the challenge. **Funds are available to offer support where that is genuinely needed, but when a Benefice continually fails to address the question, they will need to recognise that hard decisions may have to be made, including the possibility of combining parishes into larger Benefices in order to share the costs more widely.**

There will no longer be the option of simply not paying the Share and expecting everything to carry on as before. We are a diocesan family of parishes, here to support each other while recognising that the responsibility is ours to fund mission and ministry.

Balancing Parish Share with other local costs

One of the reasons parishes do not pay their Share in full is planned or unexpected expenditure that arises during the year. For example, a parish may have a building project or need a new roof. For others, it may be many years since they have addressed the question of giving as part of our Christian responsibility. Whatever the reason, a parish that does not pay its Share is relying on other parishes to support it. **Put bluntly, if a parish takes a holiday from paying its Share while it repairs its church roof, it is, in effect, making other parishes pay for its roof! The costs of ministry remain the same and someone has to pay them.**

As a diocese, we have consistently encouraged parishes to see the paying of the Share as the first priority and there are a number of ways we can support each other in this.

For building projects and repairs, there are grants available and we have people at Diocesan House who are able to help identify potential support. Of course, we all like to see our buildings in the best possible state of repair, but do take advice on whether the work is really necessary immediately.

There are a variety of resources to help parishes address the question of giving and stewardship. Please ask our Finance Department at Diocesan House or your Deanery Assessor. There are people available to work with you in developing a programme to encourage giving for mission and ministry.

What happens during a vacancy?

The costs of ministry are averaged across the Diocese as a whole. For example, in some years, one Rectory may cost more to maintain than another, or one priest may attend a more expensive training course than another. It is a principle of being a diocesan family together that we share these costs evenly amongst us all.

The same was true when the administration of glebe land was put in the hands of dioceses. The income still supports parochial ministry but we no longer have rich parishes and poor parishes depending on the generosity of past generations; income from glebe (and from fees) is shared equally across all benefices.

The same is true during a vacancy. Costs are shared amongst all of us and so a benefice (as at present) is asked to pay the Parish Share whether in vacancy or not.

Rolling over unpaid Parish Share

The brief from the Bishop's Council asked that consideration be given as to whether unpaid Parish Share in any one year should be "rolled over" rather than written off as at present. The Review Group looked at this possibility and believes that this is not the right time to introduce it. In our move to a system based on ministry costs but with support for those who need it, flexibility and time are required if levels of support are to be properly assessed across benefices with very different needs and in very different situations. We are unlikely to get this right immediately and the rolling over of unpaid Share may place inappropriate burdens on some parishes. However the Review Group believes that, once the new system has become bedded in, this question should be re-visited. We cannot slip back into a situation where a few parishes refuse to pay their Share, believing that any shortfall will simply be written off at the end of the year.

Step-by-step

At the end of June 2013

Each Benefice will receive its Share allocation. This will be sent to the PCC treasurer (or to each treasurer where there is more than one PCC in the Benefice), churchwardens, PCC secretaries and clergy and copied to the Deanery Assessor, Rural Dean and Deanery Lay Chair.

As soon as possible after receiving their allocation

In multi-parish benefices, meetings will need to be held to divide the total Share between the parishes. This will involve treasurers, clergy and others involved in finance and stewardship. The person in leadership common to all PCCs within a benefice is the Incumbent or Priest-in-Charge who is the Chair of all PCCs. S/he will need to take a lead role in co-ordinating a meeting – or delegating the task to someone else. Deanery Assessors will be available to help with this process.

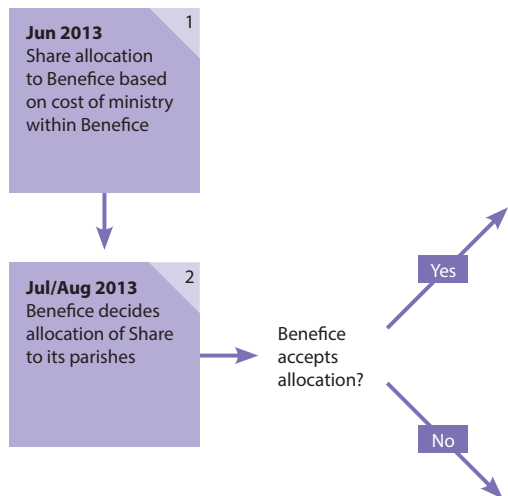
By the end of August 2013

Benefices that believe that they cannot meet their allocation need to request a meeting (by contacting your Archdeacon or Deanery Assessor). This will include members of the Benefice (including treasurers and clergy) and others which may include their Archdeacon, Deanery Assessor, Rural Dean, Deanery Lay Chair, a member of the Diocesan Staff Team, Mission Advisory Group or Parish Share Review Group.

By the end of October 2013

Benefices will inform their Deanery Assessor of individual parish arrangements for paying. We strongly hope that arrangements will be put in place for paying by Direct Debit. The Deanery Assessor will pass these figures on to the Diocesan Finance Department **by the end of November**. It is extremely easy to set up a Direct Debit payment system with the Diocese and equally, if a parish is running low in cash in a certain month, it is very easy to ask the Diocesan Finance Department to reduce, or not collect, the Direct Debit for that month. The Diocese is not able to and would never collect money from a parish without authorisation.

More detail



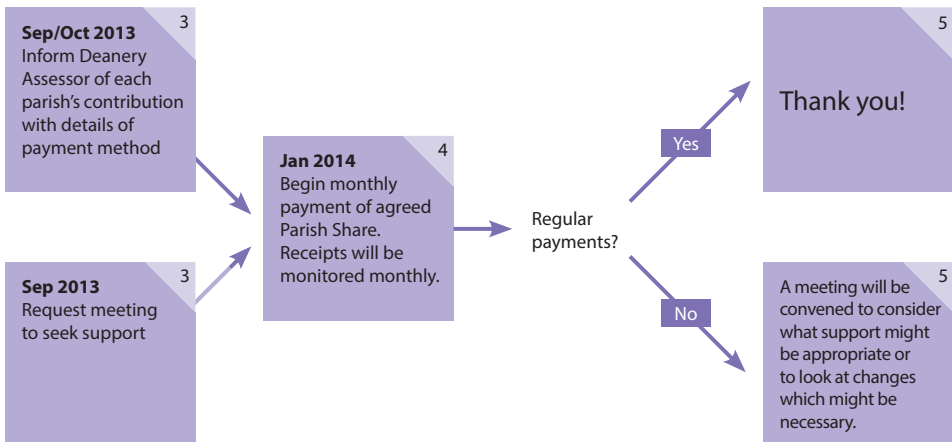
During 2014

Receipts will be monitored as at present by the Diocesan Finance Department. Monies received will be allocated to parishes, analysed by benefice. If a Benefice is falling behind, a meeting will be convened by the Archdeacon's office which will include members of the Benefice (including treasurers and clergy) and others who may include their Archdeacon, Deanery Assessor, Rural Dean, Deanery Lay Chair, a member of the Diocesan Staff Team, Mission Advisory Group and Parish Share Review Group.

Parishes will still be able to monitor their individual contributions on the diocesan website (as at present), as well as viewing the contributions of the other parishes in the Benefice. Thus all parishes within a Benefice will be able to encourage and support each other in recognising that ***The Responsibility is Ours.***

Year End

We will change the financial year in relation to Parish Share from the current period which goes from 1st February to 31st January (payments made in January were allocated to the previous year's Share unless indicated otherwise). From 2014, the year for making Parish Share payments will run from January to December. Where parishes wish to make their final payment in the following January, that will still be possible and should be marked clearly to indicate the year to which the contribution relates. A meeting about under-payment will not be called until after the beginning of February.



Appendix A: Five examples of Parish Share requests

Please note that the figures used in this paper are estimated for 2014.

Example 1:

A Benefice contributing **more** than the full cost of mission and ministry

Benefice Share Request

Archdeaconry:

Deanery:

Benefice:

Established Clergy posts within Benefice: 1 full-time
(See glossary for a definition of Established Clergy posts)

£

Ministry and Mission Cost for 2014

Ministry

Stipend, NI, pension, housing,
training & support **50,022**

Other income used towards
stipends (glebe and fees) -8,483

Net cost of local ministry 41,539

Shared costs of Diocesan mission
support (less grants & investments) 15,764

Net Ministry & Mission cost for Benefice 57,303

(Highest amount of Parish Share paid
between 2009 to 2012 95,000)

Total Benefice Share Request for 2014 95,000 *

Therefore transitional support
given to other benefices 37,697

**Pegged at the highest amount paid between 2009 to 2012*

In this case, the Share requested of £95,000 will not increase above this figure. By having the Share pegged, such parishes will be able to budget more effectively into the future.

Example 2:

A Benefice contributing **less** than the full cost of mission and ministry

Benefice Share Request

Archdeaconry:

Deanery:

Benefice:

Established Clergy posts within Benefice: 1 full-time
(See glossary for a definition of Established Clergy posts)

£

Ministry and Mission Cost for 2014

Ministry

Stipend, NI, pension, housing,
training & support **50,022**

Other income used towards
stipends (glebe and fees) -8,483

Net cost of local ministry 41,539

Shared costs of Diocesan mission
support (less grants & investments) 15,764

Net Ministry & Mission cost for Benefice 57,303

(Highest amount of Parish Share paid
between 2009 to 2012 22,000)

Total Benefice Share Request for 2014 25,300 *

Therefore transitional support received 32,003

**15% increase from the highest amount paid between 2009 to 2012*

The Review Group recognises the challenge of increasing Share by 15% each year but hopes that the understanding that this pays for ministry within their own communities will encourage people to meet this challenge.

Example 4:

A Benefice with a priest in receipt of a 50% stipend

Benefice Share Request

Archdeaconry:

Deanery:

Benefice:

Established Clergy posts within Benefice: 1 part-time
(See glossary for a definition of Established Clergy posts)

£

Ministry and Mission Cost for 2014

Ministry

Stipend, housing,
training & support **33,515**

Other income used towards
stipends (glebe and fees) -5,684

Net cost of local ministry 27,831

Proportion of shared costs of Diocesan mission
support (less grants & investments) 10,562

Net Ministry & Mission cost for Benefice 38,393

(Highest amount of Parish Share paid
between 2009 to 2012 24,000)

Total Benefice Share Request for 2014 27,600 *

Therefore transitional support received 10,793

**15% increase from the highest amount paid between 2009 to 2012*

Example 5:

A Benefice with two established clergy posts

Benefice Share Request

Archdeaconry:

Deanery:

Benefice:

Established Clergy posts within Benefice: 2 full-time
(See glossary for a definition of Established Clergy posts)

£

Ministry and Mission Cost for 2014

Ministry

Stipend, NI, pension, housing,
training & support **100,044**

Other income used towards
stipends (glebe and fees) -16,966

Net cost of local ministry 83,078

Shared costs of Diocesan mission
support (less grants & investments) 15,764

Net Ministry & Mission cost for Benefice 98,842

(Highest amount of Parish Share paid
between 2009 to 2012 72,000)

Total Benefice Share Request for 2014 82,800 *

Therefore transitional support received 16,042

**15% increase from the highest amount paid between 2009 to 2012*

PLEASE NOTE

The transitional support received in some of these examples is the **automatic** amount received under the transitional arrangements. In addition, further support is available for those benefices that **cannot** meet the challenge of 15% increase.

Appendix B:

The brief from Bishop's Council

The present worldwide economic woes have caused many reviews to take place in the finances of nations and households alike. Parish Share is no exception and our present system of calculation and allocation was devised in what now seems like a different era.

After the last discussion at Bishop's Council a number of further conversations have taken place, hence this current briefing paper.

The proposal is to establish a review group to consider in some detail our current system of share calculation and allocation, comment on its effectiveness, and make suggestions for amendment or replacement as they think fit. The report will be considered by the Bishop's Council and proposals for change may then also need to be agreed by Diocesan Synod.

The review group should feel free to look at all aspects of parish share and consult with any group or individuals they think may be helpful, but should especially reflect on:

- The impact, if any, which the inclusion of Electoral Roll and Normal Sunday Attendance statistics in the Diocesan allocation method has, or might have, on church growth.
- The reasonable maximisation of income so as to fully resource our mission and ministry.
- The financial literacy of both clergy and congregations.
- The role of discipleship and the encouragement of stewardship.
- How, if considered appropriate and recommended by the group, any changes to the Parish Share system might be implemented and what transitional arrangements might be necessary to safeguard and improve the collection rate.
- To consider whether the Parish Share system should relate more directly to the realistic costs of ministry, whilst putting in place provision for those parishes that will still need the support of others.
- To consider whether unpaid Parish Share in any one year should be "rolled over" rather than written off as at present.
- The report should include a theological rationale for its conclusions including biblical concepts of mission, unity, a care for all God's people and generosity.

Agreed by the Bishop's Council ~ 20.11.2011

Appendix C:

Members of the Parish Share Review Group

The Review Group started its work in January 2012.

John Ashe (Chair)	Archdeacon of Lynn Bishop's Council
Susan Bunting	Diocesan Director of Finance
Richard Butler	Diocesan Secretary Bishop's Council
Geoff Freeman	Deanery Assessor PCC Treasurer
Bill Husselby	Churchwarden Chair of the Diocesan Board of Finance
Patricia Menaul	PCC Treasurer
Tony Poulter	Churchwarden Secretary to a Benefice Co-ordination Group Diocesan Board of Finance Executive
Alan Strange	Rural Dean Rector of a single-parish Benefice Bishop's Council
Sally Theakston	Rural Dean Team Rector of a multi-parish Benefice Bishop's Council

Represented in the Group are Deanery Assessors, Churchwardens, Parish Treasurers, Parish Clergy, Rural Deans, the Bishop's Staff, and the Diocesan Board of Finance.

Appendix D:

Some jargon explained...

All Churches Trust

This is a charity that owns the Ecclesiastical Insurance Group. All profits of the insurance business are therefore used to support the church's work and the Diocese of Norwich receives a substantial grant each year. Parishes may also apply for grants.

Benefice

This term is used to describe a group of parishes which, together, are under the care of the same priest, hence the use of the term "multi-parish benefice". More formally, a benefice is the appointment for which a priest receives a stipend.

Bishop's Council

As the standing committee of the Diocesan Synod, the Bishop's Council plans the business of the Synod, initiates proposals for action by the Synod and advises it on matters of policy. It also exists to advise the Bishop on any matters he refers to it.

Budget

Many parishes set a budget for the coming year. They have an agreed vision for what they want to achieve; they cost their vision against their expected income and challenge themselves to give the difference, communicating it carefully to the whole congregation.

Cash Flow

There are many who pay Parish Share regularly throughout the year, recognising that clergy have to be paid every month. Some, however, pay their Share very late. If everyone paid only at the end of the year, the Diocesan Board of Finance would find themselves in debt for most of the year. A major part of easing cash flow and managing overheads for all of us will be if every parish paid its Share monthly, ideally by Direct Debit.

Church Commissioners

The Church Commissioners manage some of the historic resources of the Church of England, producing money to support the work of the church across the country, particularly in areas of need and opportunity. They also provide important administrative services to support dioceses.

Deanery

The Diocese of Norwich is made up of 21 deaneries within three archdeaconries. Each deanery has a Deanery Synod consisting of the clergy of its parishes and elected lay members from each parish. It is presided over, jointly, by the Lay Chair and Rural Dean and meets to address issues of concern to the church and community at the local level. Members are also the electors for the Diocesan Synod (and its committees) and the General Synod.

Diocese

The Diocese is a collection of parishes. The notion in some minds that the diocese is different from the parishes is unhelpful. The reality is that the diocese is a single family where each parish supports and prays for one another.

Electoral Roll

This is a list of church members in a parish who are over the age of 16 years. They are entitled to vote for the members of the PCC each year (hence the word 'electoral'). Any baptised person, either resident in the parish or regularly attending public worship, is entitled to become a member of the Electoral Roll. It is an important pastoral and mission tool in keeping in touch with those who have expressed a wish to be identified in some way with the local church.

Established Clergy Posts

This is the number of stipendiary clergy posts allocated to a benefice, excluding curates in their initial training period (up to four years from ordination). In most cases, this will be one priest although some larger benefices will be allocated two (or even three) and some smaller benefices may have less than one, a part-time priest.

Fees

When a member of the clergy or a Reader conducts a wedding or funeral service, or when a burial takes place in a churchyard or a memorial is placed over a grave, a statutory fee is payable. Part of this fee goes to the PCC with the remainder going to the Diocesan Board of Finance and is used for paying clergy stipends.

Glebe

In the past, clergy received their income from lands within a parish, owned in order to provide their stipend. This land was known as glebe. In order to stop the practice of clergy being paid different amounts according to the wealth of the “living”, all glebe was transferred to dioceses and the income shared across all parishes. The income from this still contributes to the payment of stipends.

Mission Advisory Group

This group, under the leadership of the Archdeacon of Norwich provides inspiration and guidance for mission initiatives, encouraging parishes to make best use of their resources in proclaiming the gospel.

Mission and Ministry

Mission is the task which God gives to all his people, that of proclaiming his love in such a way that people are drawn to Christ. Ministry is a word which means “service” and defines, in the broadest sense, the work which the Church does in serving its community. There is, therefore, an overlap between these two: ministry is mission and mission is ministry.

Parish

The local geographical unit of the Church of England. The Parochial system in England ensures that every square metre of the country is in a parish so that every member of England’s population has access to the pastoral care of clergy and PCCs.

Pastoral Reorganisation

Parochial structures are laid down by law. Where they are not serving the mission of the church in the best way, a legal process exists which enables change. This pastoral reorganisation may involve joining parishes together, enlarging a benefice, changing the status of a parish church, etc.

PCC

The Parochial Church Council is elected by the members of the Electoral Roll. Their task is defined in the PCC Measure (1956) as being to co-operate with the minister in promoting in the parish the whole mission of the Church, pastoral, evangelistic, social and ecumenical.

Stewardship

This is about managing our resources and is used in a personal sense in encouraging all Christians to consider how they will steward their personal resources in relation to giving to the church. The Bible encourages the principle of tithing, giving away 10% of our income. The General Synod of the Church of England challenged us all to give 5% of our income to the work of the church.

Stipendiary / Non-stipendiary

This document has, necessarily, focused on the means of paying our clergy. It is, however, important to note, with gratitude, that much ministry and mission is carried out by those who do their work entirely voluntarily. This includes non-stipendiary clergy, Ordained Local Ministers, Readers, retired clergy and the countless number of laity without whom the church would not be able to fulfil its responsibilities.

Stipends

A stipend is different from a salary in that it is not payment for work done, but an allowance which frees a person from having to earn money so that s/he can offer their time in serving God in the life of the Church, time which, otherwise, they would have to use to earn a living.

Synod

The decision-making bodies at a wider level than the parish are our Synods. They are made up of elected people (both clergy and laity) for the deanery, the diocese and the Church of England (the General Synod). Literally, Synod means 'walking together along the way' and the name, therefore, reflects our shared task of proclaiming God's love for our generation.

Contact details

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A list of **Deanery Assessors** is available on the Diocesan website at:
www.norwich.anglican.org/finance/parish/parish-share/deaneryassessor

The Diocesan **Mission Advisory Group** may be contacted via the Archdeacon of Norwich.

