

Annual Review and Summarised Accounts **2022**

Norwich Diocesan Board of Finance Limited

Supporting the mission and ministry
of the Diocese of Norwich

Transformed by Christ

Prayerful, Pastoral, Prophetic



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Introduction from Bishop Graham



I am struck as I turn the pages of this annual report of the commitment and creativity that is brought to our life together in the Diocese of Norwich as we seek to be transformed by Christ as prayerful, pastoral and prophetic people.

We are very fortunate that our Parish Support Team has so many skilled and passionate people who support the work of our parishes, chaplaincies and schools. I am very grateful to each member of the team and what they give of themselves in the service of God's Church.

This commitment and creativity are echoed in hundreds of places across Norfolk and Waveney where our congregations, lay leaders and ministers, clergy and chaplains are generators of light and makers of salt in their communities. I feel very fortunate that every week I meet different people in a wide range of places where this is true.

Our Gospel work across rural, urban, suburban, market town and coastal communities is seen in how people are evangelists to their neighbours, protect nature and look to combat climate change, support the vulnerable, ill and bereaved, and look after our wonderful parish churches which are not only places of sanctuary and sabbath rest, but also the treasure troves of memory for our communities. All of this commitment and creativity wells out of our daily life of prayer and reading God's Word, and our gathering together for worship and to break bread 'in remembrance of him'.

Of course, there are those places where parish life is under immense strain. Our strategic plans, which we have worked on during the last year, look to offer support and bring new resources across the diocese so that more people might come to know Jesus in their lives and want to commit to his Gospel work.

At the end of the Eucharist we "go in peace to love and serve the Lord". This annual report begins to tell something of how we have done that "in the name of Christ" over the past year. Thank you for all that you have given, and continue to give, to our life together as we seek to be a prayerful, pastoral and prophetic people in the Diocese of Norwich.

+ Graham Norris

Foreword



We are pleased to present this Annual Report, highlighting the efforts of the staff and volunteers of the Norwich Diocesan Board of Finance (NDBF) in support of the mission and ministry of the Church of England across the Diocese of Norwich.

The context for our activities was challenging, with churches seeking to grow their community engagement following the end of periods of lockdown while deeply concerned about the financial difficulties caused for their communities and themselves by the emerging cost of living crisis.

Our Cost of Living working group sought to support churches in the help being provided, while we managed the distribution of significant levels of national funding to churches with rocketing energy bills, providing additional help where warm spaces and other community support was provided.

The cost of living was also a significant factor in a new Residential Property Review that was commenced in the year, mindful that a large proportion of our housing stock was becoming more expensive to live in, impacting the wellbeing of our clergy. This project, which will include a large programme of improvements, will also seek to reduce our long-term maintenance costs and support the Church of England's intention to achieve Net Zero Carbon by 2030.

This intention is a key plank of the Diocesan Vision and Priorities, the development of which was a large focus of the year, culminating in the approval of our plans by Diocesan Synod in October 2022. We are very excited about the opportunities that this new plan will open up for mission and ministry and have developed a new Vision Enabling Strategy to unite the NDBF staff, referred to as the Parish Support Team, behind a small number of shared priorities to achieve it. Quarterly reporting of progress in 2023 and beyond will enable us to measure the fruits of our labours.

Being very aware of the staffing reductions and changes in 2021, much effort has been invested in building a Parish Support Team that can undertake the complex range of legal and statutory requirements while being a responsive and effective support for those in the parishes. This journey will continue, to grow the tangible impact and value for money that we offer.

Given the financially challenging year experienced by parishes, we are grateful to all those who have been involved in raising funds to support mission and ministry at a local level; and at a diocesan level, through Parish Share contributions, which exceeded 84% of the amount requested. In addition to this income, we have continued to maximise the returns on our investments this year through changing our investment managers while at the same time divesting of all direct and indirect fossil fuel investments by the end of the year.

We commend this report to you, albeit recognising it is an incomplete picture of all the wonderful work that is done in support of the parishes, chaplaincies and schools who tirelessly serve our Norfolk and Waveney communities.

Mark Jeffries
Chair of the Norwich Diocesan Board of Finance

Tim Sweeting
Diocesan Secretary



Vision and priorities for our life together

Imagining the future

Jesus said, "I came that they may have life, and have it abundantly" (John 10.10). We see the ministry of the whole diocese as being about how we live **our life together** for the flourishing of every person in every place. Any vision should help the local church to flourish and grow in confidence that we are loved by God.

Jesus also said, "If any want to become my followers, let them deny themselves and take up their cross and follow me" (Matthew 16.24). The heart of our mission is about being open to, and enabling others to discover, a life **transformed by Christ**.

We join in Christ's mission, conscious of the five marks of mission of the Anglican Communion, through responding to God and the world.

We will **prayerfully** proclaim the Good News of the Kingdom, rooting ourselves in Scripture and the sacraments. We will wait upon God in stillness, contemplation and intercession. Our corporate prayer, an ongoing conversation with God, will embrace traditional, fresh expressions, online and evolving models of being Church.

We will **pastorally** model the ministry of the whole people of God after Jesus the good shepherd. We will respond with loving service to the needs of the communities where we live and work, and teach, baptise and nurture new believers.

We will **prophetically** speak out and act, with the fire of the Holy Spirit, challenging injustice, confronting violence, and working for peace and reconciliation. We will seek to safeguard the integrity of creation and sustain and renew the life of the earth.

Being open to all of this will enable God in Jesus to accomplish **far more than all we can ask or imagine** (Ephesians 3.20). If we allow the Holy Spirit to breathe God's divine life into our human plans, much more will be made of them, for God can bring abundance from scarcity.

We are called to be faithful, as God is always faithful to us. By prayerfully placing the life of the diocese where our sails can best catch the wind of the Holy Spirit, God will take us where God wills.

The vision for the Diocese of Norwich 2021–2026

Transformed by Christ: Prayerful, Pastoral, Prophetic

Various pieces of work emerge from the three priorities within the vision

Prayerful

- We will **deepen our prayer life and learning** and provide a sense of belonging within worship offered in a range of styles for all ages.
- **We will equip people in evangelism** to find ways to share their faith during the week and be invitational to others to join the life of their local Church, recognising the particular need to engage with children, young people and families.
- We will **live a life of generous stewardship** in response to God's gifts to us.

Pastoral

- We will promote and equip the variety of **lay and ordained ministries**, knowing that all are invited to hear God's call and selflessly respond in loving service.
- We will have honest conversations leading to decisions about the mission potential, viability and ways to ease the burden of our **church buildings**, many of which are treasured places of holiness, stillness and memory, whilst also exploring new possibilities for planting and nurturing Christian communities.
- We will encourage every church community and church school to be engaged somehow, often in partnership, in **loving service to its local, diocesan and world neighbours**.

Prophetic

- We will ensure an active priestly or lay worker/enabler **presence in our lowest economic communities** as we seek to address the growing inequalities in our society.
- We will seek to become a safe Church for all and one that embraces **diversity and radical Christian inclusion**.
- We will work to ensure that **ecological concerns** are integral to our life together as we care for our single island planet home.

Governance

This was the first full year of operating the new governance structure following the Governance Review undertaken in 2021.

A total of 82 meetings of eighteen boards and committees were held across the year to cover the full range of statutory and good practice requirements of governing a Diocesan Board of Finance.

A key element of the implementation of the new structure was a programme of training. The Diocesan Registrar gave a series of training sessions on the four distinct responsibilities of the Bishop's Council of Trustees, including acting as the Diocesan Mission and Pastoral Committee; as well as general training on being a charity trustee and company director.

A working group of trustees was set up to review the implementation of the Governance Review, assess progress and make proposals on further improvements in governance practice. This involved undertaking a skills audit of trustees to feed into recommendations for future induction and recruitment practice. This work continues into 2023.

Led by our Nominations Committee, the membership of sub-committees has been strengthened through the year, with new appointments being made where skills gaps have been identified. Our governance has also been blessed by the arrival of two new Archdeacons.

One of the expected benefits of the new governance structure was the influx of new committee members and trustees with fresh perspectives and new ideas. This has added much to the development of plans to deliver the Diocesan Vision, which was reviewed at several points through the year, before being approved by Diocesan Synod in October 2022.

In addition, new policies, working practices and supporting strategies have been discussed and approved in all areas of the charity's responsibilities. This has been supported by improvements in reporting to ensure that the right information is available to trustees for informed decision making.

Diocesan Synod met three times in 2022, twice online and once in person. The meeting in March formally affirmed and proclaimed the need to maintain a Vacancy in See Committee and received updates on the Diocesan Vision and Strategy, Living in Love and Faith and Clergy Care and Wellbeing.

The June meeting incorporated the Norwich Diocesan Board of Finance Ltd. AGM, after which the Norwich Diocesan Board of Finance (NDBF) 2021 Report and Accounts were received. An update on the Diocesan Vision Strategy highlighted the vision had been received positively across the diocese, the three areas of Prayerful, Pastoral and Prophetic had caught peoples' imagination in parishes and schools. There followed a presentation on a review of The Responsibility is Ours (TRiO), including a question-and-answer session, after which Synod adopted the proposed changes.

The meeting in October, as mentioned above, reviewed and approved the Diocesan Vision and Priorities, which set out our direction of travel over the coming years. Each meeting, whether online or in person, ensured opportunities for group discussion and interaction among Synod members as a key element of the business undertaken.

Joanna Church
Governance and Executive Support Officer

Diocesan Mission & Pastoral Committee



Bishop's Council acting as the Diocesan Mission and Pastoral Committee (DMPC), approved the following pastoral reorganisation proposals, which were subsequently published by the Church Commissioners as pastoral schemes in 2021 and 2022:

- The union of the benefices of **Hopton with Corton and Gunton** (May 2021)
- The union of the benefices of the Raveningham Group and Gillingham with Geldeston with Stockton with Ellingham Saint Mary and Kirby Cane to be known as **The Benefice of Waveney Marshlands** (May 2021)
- The restructure of a team ministry **The Diss Team Ministry** (July 2021)
- The benefice of Sprowston with Beeston Saint Andrew, the benefice of Christ Church, New Catton, the benefice of Norwich, Saint Mary Magdalene with Saint James and the benefice of Saint Luke with Saint Augustine, New Catton united to create a new benefice to be known as **The Benefice of Sprowston and North Norwich Team Ministry** (September 2021)
- The sale of **St Wandregesilus Bixley** (ruins) to a private party (December 2021)

- The settlement with the Secretary of State for Defence for an agreement for the **STANTA Battlefield Churches of Langford, Stanford, Tottingham and West Tofts**, to terminate the agreement in place since 1950 (March 2022).

The following proposals were approved for progression:

- The vesting of **St. Mary's Church, Houghton on the Hill** with The Churches Trust (March 2022)
- Schemes for the parishes of **Roughton and Felbrigg, Bessingham, Hanworth w Gunton, Metton and Sustead** to move to other benefices (May 2022)
- The disposal of part of the churchyard at **St Peter's Easton** to the Highway Agency for road improvement (May 2022).

The DMPC continues to consider the future of:

- The ruin of **St Andrew's Bircham Tofts**.

Michele O'Keefe
Pastoral Administrator & Executive Support Officer

Ministry

The Ministry team encompasses many teams, along with routes into ministry, so this is a brief summary of each area.

Authorised Worship Assistants

There are currently 142 AWAs and interest in the scheme is high, particularly in rural areas. There are a significant number of AWAs serving in parishes in vacancy and they are supported by local clergy, LLMs or the AWA Coordinator. There has been a good response to online learning modules run by Peter Nicholls. Support is being given to AWAs who have problems accessing the online Safeguarding Training, to ensure that everyone achieves the levels required.
AWA Coordinator, Sue Hemsley Halls

Diocesan Adviser in Spirituality and Discipleship

A principal task this year has been supporting the Prayerful focus of the Diocesan Vision. This included creating 40 Prayers for 40 Days, a digital Lent resource fusing art, music and reflection around a different prayer each day, and Pondering Prayer; a morning for parishes on the place in prayer of waiting and imagination. With Advent Sunday 2022, the focus moved to Pastoral and a digital Advent Calendar celebrating examples of pastoral care across the diocese.

Revd Canon Susanna Gunner

Diocesan Director of Ordinands and Initial Ministerial Education 2

The Shared Vocation Space was launched in September 2022 with 32 enquirers who attended 5 monthly sessions. The topics included Vocation pathways, Why Am I an Anglican and Mission, Evangelism and Servant Leadership. The result has seen a rise in applications for ministry pathways; 15 ordained enquiries, 6 LLM applications and 1 AWA with the remainder continuing to explore their next steps with a Vocation Mentor. Initial Ministerial Education 2 continues to develop its curriculum, new events have included a Theology Café, the Asset based Community Development project and a mini conference on Eco Church. Year 1 placements completed their school placements, cementing the relationship between IME2 and the NDBF Education department.

Revd Dr Michael Fox

Deputy Warden and Licensed Lay Ministry Training Coordinator

The number of students entering training in 2022 dropped, as was the case across the country. However, the numbers inquiring about licenced lay ministry increase significantly so there could be a much larger intake in 2023. The closure of the Belsey Bridge conference centre has caused significant disruption to study and residential events, nevertheless, students report that they find the training helpful, stimulating and a good preparation for public ministry.

Revd Charles Read

Bishop's Adviser for Self Supporting Ministry

Following small gatherings and conversations early in the year, SSMs, along with spouses and partners were hosted by Bishop Graham at Bishop's House in May. Bishop Graham challenged the team to help spread the word about the SSM vocation. In the final gathering of the year, Archdeacon Keith spoke on spirituality encouraging SSMs to think prayerfully about ministry and its demands.

Revd Carol Pritchard



Warden of Licenced Lay Ministers

The Bishop's Day for LLMs explored the theology of kingdom communities and community engagement through 4Cs : commerce, culture, compassion and congregation. It was led by Revd Jonathan Evens, Associate Vicar for HeartEdge at St Martin in the Fields, and Revd Canon Edward Carter, Vicar of St Peter Mancroft. The Wardens Day for LLMs focused on inclusion in Worship and Pastoral Care. 5 new LLMS were welcomed at Norwich Cathedral on 26 November.

Revd Canon Linda Church

Ministry in numbers as of March 2022

The Diocese of Norwich has 202 Licenced Priests of whom 43 are Self Supporting Ministers. There are 163 Licenced Lay Ministers and 142 Authorised Worship Assistants. The Ministry team also includes Mrs Marleen Madinda, Administrator to the Ministry team and Mrs Margaret Mallett, Administrator to the Diocesan Director of Ordinands.

Archdeacon of Norwich and CMD Officer

Highlights from 2022 have included training and development around the following:

- Building resilience as a foundation of wellbeing
- Negotiating relationships and managing expectations in Ministry
- Leading your church into growth (LYCiG), an online conference for the Diocese
- Leading in anxious times – Systems and Leadership
- Effective conversations – introduction to a coaching approach for Curates
- Incumbency Skills and New Posts conferences for new incumbents and those new in post
- Rolling out of the Covenant for Clergy Care and Wellbeing
- Living in Love and Faith – enabling churches to take part in this initiative
- Ministerial Development Review (MDR) continuing to support new MDR scheme for clergy and training for reviewers.

The Venerable Keith James



I am grateful to the people who give their time to help to equip us for our varied, challenging and joyous ministry to the glory of God.

Carol Pritchard, Bishop's Adviser for Self Supporting Ministry



Vision Programme

Following the launch of the diocesan vision – Transformed by Christ: prayerful, pastoral, prophetic – a programme of eight projects was agreed in the Autumn of 2022.

This programme comprises a combination of small and large workstreams that will combine and evolve to deliver our mission and ministry outcomes over the next ten years.

1. Attract and recruit excellent lay and ordained leaders to an increased range of ministry pathways and support them to thrive.
2. Form a diocesan plan to support mission and growth based on population, poverty, and proximity.
3. Increase intentionality and ownership of local mission through an increase in the number of parish/benefice mission plans, with support from the deaneries.
4. Encourage and support an increase in baptisms and confirmations.
5. Establish a Bishop's Certificate in Christian Faith.
6. Establish a Diocesan Task Force to take forward our inclusion and diversity intentions, with particular reference to disability, LGBTI+ and UKME concerns; in line with national reports and House of Bishop's guidance.
7. To strengthen our work with children youth and families, we will develop more fruitful connections between school and church.
8. Strive to achieve Net Zero carbon by 2030.

During 2023, supported by strategies to communicate and enable the Vision, a team of sponsors and leads will develop delivery plans and measures through which each project will be delivered. A Programme Board has been established to develop a costed transformation plan and to monitor risks and progress.

Julie Smith
Strategic Programme Manager



Church Planting and Revitalisation Programme

In 2019 the Diocese of Norwich was awarded Church of England Strategic Development Funding to support a new programme to plant new churches and revitalise existing ones with the support of new ministries in sport and youth. This became the Church Planting and Revitalisation Programme (CPR) which is due to close in December 2023.

By 2023, this had resulted in three new worshipping communities (namely The Well at Ingoldisthorpe, The Well at Swaffham and The Garden Church, a network of missional communities) and revitalisation actions in 5 churches in differing contexts namely, Thetford, Upper Nar Villages, Oulton Broad, Costessey and Yare Valley.

There has been an outpouring in creativity and renewed energy in local mission thanks to the work of the incredible local lay and ordained leadership teams and volunteers. From outreach through a church mobile coffee pod, to setting up school uniform banks, food pantries, invitational Folk and Faith nights, community football, schools work and the innovative use of venues and the adaptation and reordering of worship spaces and service patterns and plans. We have been able to experience and sample some of the fruits of the mixed ecology of church at work. New skins have enabled new wine.

In June 2022, the CPR Team were invited to host a regional hub for the CCX (Centre For Church Multiplication) Conference together with Suffolk Diocese and with the enabling help of STN Church. It was a huge encouragement and a wonderful example of unity and diversity and collaborative mission across the depth and breadth of the Church of England.

The focus of CPR in 2022/3 has been on harvesting the learning from these projects with regular feedback, qualitative and quantitative reports and



monthly learning sessions to connect with and hear from other experienced practitioners. We have also been exploring an ever increasing field of the theology of Church Planting. All of this will prove invaluable in identifying key contextual principles to apply to the vision and priorities programme.

The CPR project has also raised the profile of the Diocese on a national level with invitations from numerous diocese to share learning, case studies, write book reviews and explore best practice. Perhaps most important of all, by the grace of God there are stories of transformed lives, new disciples and new baptisms through these fresh pathways that have opened up.

Charlotte Bayes
CPR Programme Facilitator

Generous Giving



The Generous Giving Team is a new addition to the Parish Support Team.

There is now a full team, with three generous giving advisers, Robert Culyer, Colin Tomlin and Naomi Rizk. The team work very closely with other parts of the Parish Support Team, including finance, care of church buildings, pastoral reorganisation, programme management and children, youth and families.

The team enjoy face to face interaction with parishes on a daily basis which provides an important link to the whole of the Parish Support Team.

The Diocese decided to join the Parish Giving Scheme at the end of 2021 and became full members in May 2022. This resource empowers parishes to help themselves without incurring any additional costs. There is positive feedback from the parishes that have signed up and the parishes that joined the schemes at the beginning are now reaping the benefits of an automatic increase in income owing to the inflationary link. As the world moves towards a cashless society, parishes need to be ready, therefore the work of the generous giving team is valuable in helping them to prepare.

At the end of 2022, 82 parishes had passed PCC resolutions to say that they wanted to offer the Parish Giving Scheme to their congregation and wider community.



Now our churches are registered, the parish giving scheme will be central to our stewardship renewal programme as we gradually move our congregations from plate to planned giving.

Rev'd Dr Trudie Morris, Briningham and Briston Benefice



The generous giving team then supports the parish to roll out the resources to their regular givers as well as to build a community to encourage the wider public to support their church. The team also work hard with the parishes to embed a culture of generosity and work closely with the National Stewardship Team who provide ongoing support and resources.

Looking ahead, we successfully bid to be part of the National Churches Digital Rollout taking place in 2023. The Church of England is investing £1.25m into online and contactless giving. The Diocese of Norwich has been awarded 70 contactless machines which will be in place in the parishes by July 2023. Parishes which are unsuccessful in their bid for a contactless machine will be supported by the Generous Giving Team to implement online giving via their church websites.

PCC News also comes under the work of the Generous Giving team and the publication supports parishes with good news stories, best practice ideas and general information.

Robert Culyer
Generous Giving Adviser

Church Care and Development

The work of the Church Care Team increased over the year as parishes recovered from the impact of the Covid-19 lockdowns.

There were major staff changes in mid-2022 with the arrival of Nicholas Cannon as DAC Secretary, Eliza Greenwell as Church Care and Development Adviser and Frances Jackson as Historic Church Buildings Support Officer (part-funded by Historic England).

The DAC itself underwent its six-yearly recommitment exercise, with membership examined by the Bishop's Council of Trustees and reconfirmed with minor changes.

The volume of cases processed by the team increased as the year went on, with a total of 59 faculties approved by the Chancellor (51 in 2021) and Chair, 168 'List B' applications approved by the Archdeacons (195 in 2021).

The Chancellor issued two Additional Matters Orders, in respect of Covid commemoration plaques and the transfer of parish books to the Cathedral Library. Among the most common applications considered by the DAC during the year were the installation of serveries and toilets; renovation of heating, lighting and sound systems; roof and tower repairs and reordering of the interior of churches.

Expert advice was regularly sought on heating, lighting, sound installations and on the care of bells, organs, stained glass, clocks and other historic artefacts. Net Zero and other environmental considerations are increasingly taken into account in faculty applications.

The Bishop's Church Buildings Commission is due to report in mid-2023, and this is likely to lead to changes in the work of the Church Care and Development Team and the DAC as a result.

There are currently fourteen churches directly administered by the team through the Diocesan Churches Trust: it is expected that four more churches (those on the Army Training Area at Stanford) will be added to the Trust's portfolio in 2023.

Andrew Barnes
Diocesan Advisory Committee for the Care of Churches



Thank you for your help and assistance which is greatly appreciated, please could you also pass on our thanks to all of the DAC members for the time which has been spent on considering this matter in detail for us.



Children, Youth & Families

In 2022, the Children, Youth & Families team focussed their attention towards three main areas: supporting young people, supporting leaders and resourcing churches.

Supporting Young People

A significant area of work that the team is involved in is providing discipleship opportunities for young people, particularly from smaller churches where there may not be a critical mass of young people to form a youth group. On a very windy day in February, they ran 'Rooted', an event run jointly with Norwich Cathedral, for young people who have recently been confirmed. They had a day of teaching, discussion, and worship in the cathedral. Later in the month the third cohort of 'Establish', our annual growing young leader's course had a retreat at the WITH community at Ditchingham. Members of the community taught how to rest and hear God's voice and develop a rhythm of prayer. A fourth cohort of young leaders joined the 'Establish' course in September and helped run the teams 'Soulshaper' activity weekend at the Horstead Centre.

A new 'Escapology' event was run for young people from ministry families, providing an opportunity to hear and respond to their concerns and joys and a new regional 'Encounter' youth worship event was launched in Kings Lynn – the first event attracting over 40 young people from the local area.

Supporting leaders

The team were excited to run the 'One Big Day' conference again. The conference is an opportunity for church teams to engage with a range of keynote speakers and workshops from organisations including Engage Worship, Parenting for Faith, Youth for Christ, Youthscape, Wild Church, Sports Factory, Godly Play, Open the Book and Transforming Lives for Good. Over one hundred people attended, the team being grateful for the efforts put in by members of the Children, Youth & Families Task Force to make the event possible. Throughout the year other training was offered on topics such as Youth Mental Health First Aid, First Aid in the Workplace, Prayer Spaces and Open the Book. They also contributed to LLM and curate training in relation to schools and families work.

The team ran network events for youth, children, and school workers, including brunch meetings and online catch ups. The network for those working with under 5's was particularly active with many churches getting involved as they re-started post-pandemic. Throughout the year the team met other workers online to run an ongoing 'With Prayer' gathering, where the group pray for children and young people and those who live and work with them.



Resourcing

The Parish Support Team has maintained its commitment to supporting parishes through the three resource centres, in Norwich, Loddon and Kings Lynn. Despite being understaffed for much of the year, by working closely with the Education Team, the number of loans of Godly Play equipment direct to schools increased. Although the overall number of loans were lower for the year, several organisations made extensive use of the resources to work with local churches to run some exciting secondary school Prayer Spaces. Towards the end of the year a new online booking system was launched. This will make it far easier for parishes to search for and reserve items in the future.

Jonathan Richardson
Development Officer & Mission Enabler
Children, Youth & Families Team



Diocesan Board of Education

The calendar year 2022 has seen schools emerge from the pandemic but continue to battle with its legacy as well as cope with an increasingly challenging financial situation.

The Diocesan Board of Education (DBE) is consistently amazed and humbled by the great work staff and governors do to support the pupils and communities they serve, living out their Christian vision and ethos.

The DBE works within its five year Education Strategy 2018-23, and structures its work and committees to serve this end. An annual Implementation Plan ensures effective monitoring and governance of the work thereby holding the Director of Education (DDE) and his team to account. The plan has explicit links to the Diocesan Vision demonstrating how the work of the DBE and its schools supports the Diocesan mission.



Thank you. It was lovely being with you all. Norwich certainly feels like a special diocese – lots of support for schools and understanding of their needs.



Highlights from 2022 include:

- Involving students in virtual DBE meetings so that members can really hear what is going on in schools
- Diocesan School Support Officers (DSSOs) supporting Headteacher wellbeing in all schools and academies. This includes being present at all Ofsted and SIAMS inspection feedback meetings
- Developed our Racial Justice network, producing curriculum and Collective Worship resources for schools
- Allocated 15% (c.£190,000) of the School Condition Allocation (SCA) capital funding we receive from government for our Voluntary Aided schools to carbon reduction projects e.g. LED lighting, double glazing
- Coordinated and project managed the building of a new nursery at St Michael's VA primary in Aylsham (funded by Norfolk County Council)
- Active engagement with Diocesan Vision and Project Developments – DDE asked to lead Project 7 (strengthening links between schools and churches)
- Ongoing support and monitoring of the St Benet's MAT chaplaincy project developing team chaplaincy in primary schools
- Supporting our schools in preparation for their SIAMS (denominational) inspection (100% of our schools inspected this year are good or better). This includes specific support on the nationally identified areas for development - courageous advocacy, assessment in RE and Spirituality – as well as a conversation with the inspector as part of the inspection process
- Significantly developed our Religious Education (RE) offer and influence -RE adviser lecturing on teacher training programmes at the University of East Anglia; five other Dioceses using work developed by Norwich e.g. Knowledge Organiser Plans, Special Educational Needs and Disabilities (SEND) Toolkit for RE, Courageous Advocacy training resources; undertaking two RE Action research projects – with one being showcased to 400 delegates at a national RE research conference – REXchange
- Became a Delivery Partner with the CofE Foundation for Educational Leadership to provide National Professional Qualifications (NPQs) for school staff (first cohort Feb 2023)
- Successful Headteacher conference in March (80 delegates) – 'Let the children come – caring for and protecting the uniqueness of each child' (Mark 10: 13-16)
- Supporting and recruiting Foundation Governors (remains a challenge with around 30% vacancy rate)
- Supported six schools joining our two academy trusts – three for each one (DNEAT now 38 schools, St Benet's 11 schools)
- Engagement and influence with the Local Authority's education team and the Department for Education's Regional Director's office
- Supporting schools with Headteacher recruitment processes

Mark Allbrook
Chairman, Board of Education

Paul Dunning
Diocesan Director of Education



Property



The property department look after over 250 residential properties throughout the Diocese of various shapes, sizes and ages. In order to maintain these houses to a good standard, the team issued 1737 works orders in 2022.

This equates to around eight per working day. The items of repair ranged from replacing a kitchen sink tap to complete re-roofing of a house, keeping to a total annual expenditure of over £900,000.

In addition, the team were responsible for paying almost £455,000 in council tax for clergy occupied houses as well as over £83,000 in water rates.

During 2022, the team sold a total of five properties for £2,702,000 and purchased two properties for £955,000. Six new Incumbents were welcomed to the Diocese and housed, alongside housing eight newly appointed curates. The team assisted eleven clergy with moves out of the Diocese and dealt with twelve internal clergy moves.

Each move-in requires work to prepare the house for occupation, from mundane matters like notifying utility suppliers, to cleaning the house and preparing a Property Information Folder that includes a photographic record of the property at handover, dealing with removal costs and payment of grants.

During periods of property vacancies, the team look to let the houses in the private market and during the year dealt with 19 new lettings and 24 end of tenancies for properties, each of which involves an exit inspection and inventory check.

The other principal area of work for the property department is the management of 5751 acres of glebe land producing around £830,000 of income in the year. With 354 tenants this estate needs the expert guidance provided by part time Glebe Surveyor, Ben Conway. During the year, four parcels of glebe land were sold for just under £500,000 including the deferred payment from the sale of development land, sold in past years.

Finally, the Property Department has given advice and assistance to around 30 PCCs and church groups on such matters as ownership queries, telecommunication masts, new leases and lettings of church and parish halls and the asset management of such buildings, including the obtaining of planning permission for their conversion and subsequent sale.

An example of support to one PCC is as follows; the PCC received an enforcement notice for an inundation of river water. The property team helped the PCC look into repairing a breach in the river bank, in conjunction with a neighbour. This led to the following comment from the lead PCC member; "thank you very much for holding our hand over a tortuous process: it is very much appreciated."

Furthermore, during the year, working in conjunction with Spire Property Consultants, the property team have sought to maximise the value of two parish owned properties by obtaining planning permission for their conversion and then the subsequent sale.

Alan Cole
Director of Property Services



Our central heating has been replaced, thank you! We'd like to thank your team for their efficiency in getting this done, and the installers who explained what they'd be doing each day and were unfailingly helpful and sensitive to the needs of those of us continuing to live and work in the Vicarage.



Clergy member



Communications

The main aim of the communications team is to provide communications support to enable local mission and ministry to flourish across the Diocese.

The team provide support at a Bishopric, Diocesan and parish level, as well as sharing good news stories and helping people to engage with the Diocesan vision. The communications offer to parishes includes support with photography, graphic design, website, social media and press coverage.

On a national level, the Communications team attend fortnightly calls with the team at Church House to discuss high priority news stories, resources and information from the Church of England. Norwich is also part of the Eastern regional communications team to discuss and share best practice in the role.

The year saw further changes for the communications team which, as of November, now has a complete team consisting of two roles, a Communications Manager, Elizabeth Humphries and a Communications Officer role split between Katherine Limbach and Bethany Grimshaw.

Events in 2022 were varied and often required communications at a national level, including the Queen's Jubilee Celebrations, the Queen's funeral and the announcement of a new King. At a local level, the team provided communications support for events and projects including the Norfolk Show, the Norfolk Churches Bike Ride, preparation for the Lent Appeal with Priscilla Bacon Hospice, Chrism Eucharist, the Big Day Out and ongoing support to the Church Buildings Commission.

The Communications Manager in particular also provides the crisis communications for the Diocese, from national to parish level, preparing reactive press statements and handling the media, Past Cases Review 2 – a report about safe guarding was an example of this.

The team continue to provide a multi-platform website, a digital strategy over 3 social media platforms and an e-news bulletin every fortnight, as well as support with PCC News, the Prayer Diary, Footprints newsletter for education and Eco News. The team actively promote good news stories to the local church and secular press on a regular basis following a content plan to ensure good coverage and a range of church stories.

Looking ahead, the aim is to review the Diocese communication channels to improve upon the current offering and to support and encourage parishes, churches and schools with their own local communications.

Elizabeth Humphries
Communications Manager

“ I wanted to write and say how grateful I am for the Diocesan prayer diary. I use it faithfully day by day and really feel that it helps me to keep informed as well as guiding my prayers. ”

5,584
Twitter followers

2,500
Facebook followers

1,221
Instagram followers

130
Positive Media coverage,
print and broadcast

168,000
Website views

100
Website stories

4,700
eNews subscribers

Safeguarding

The Diocese of Norwich is committed to the safeguarding, care and nurture of everyone within its many communities. The Safeguarding Team works in partnership with everyone to ensure that the following six principles are evidenced in everything the Church does.

1. Promoting a safer environment and culture

Much focus has recently been on the Church's failings in the past and the critical need to create a safer environment for all. The 'Past Cases Review 2 National Safeguarding Report' was finally published in October 2022. It set out 26 recommendations of which each Diocese is responsible for leading on the actions for 12 of these.

The local Past Case Review 2 Report commissioned for the Diocese of Norwich, which fed into this national report, was published in November 2021 and contained 11 recommendations of which 5 were for the Diocese and 6 were for the National Safeguarding Team.

A lot of work this year has, therefore, been focused on actioning these recommendations and putting in place the building blocks for a better, safer culture.

2022 has also seen a steady increase in the number of parishes engaging with the Diocesan Safeguarding Quality Assurance process. This is an online tool that makes it easier for churches to manage their many safeguarding requirements and see their current compliance status.

The year ended with 66 parishes now operating at level 3 (fully compliant), 74 at level 2 and 87 at level 1.

2. Safely recruit and support all those with a responsibility related to children and vulnerable adults within the church

Safer recruitment during 2022 involved 1437 DBS checks being completed across the Diocese of which 6 had content requiring a more detailed risk assessment from the Safeguarding Team.

A major focus this year has been on ensuring that all those in positions of responsibility are appropriately trained for their role. It is pleasing, therefore, to report big increases in uptake across all the various training courses. This includes the following:

- 114 completed the Safer Recruitment & People Management training (an increase from 51 in 2021)
- 1496 completed safeguarding basic awareness (an increase from 609 in 2021)
- 1012 completed Safeguarding Foundations (an increase from 444 in 2021)
- 167 completed the Leadership Pathway training (an increase from 119 in 2021)

In addition a new Parish Safeguarding Officer Induction training course was introduced for the first time in 2022 and 107 completed it.

3. Respond promptly to every safeguarding concern or allegation

The Safeguarding Team ensure that all safeguarding concerns are quickly responded to and support offered via its helpline. Most concerns are addressed and resolved quickly. Some concerns, however, lead to the need for more detailed casework due to their potential seriousness. During 2022, 60 referrals across the Diocese required such casework.

4. Care pastorally for victims/survivors of abuse and other affected persons

The Safeguarding Team continue to support victims and refer to a range of other support services such as counselling when appropriate.

5. Care pastorally for those who are the subject of concerns or allegations of abuse and other affected persons

The Safeguarding Team continue to care for those who are the subject of allegations of abuse.

6. Respond to those that may pose a present risk to others

The Safeguarding Team are responsible for overseeing Safeguarding Agreements across all churches in the diocese. These agreements are drawn up and regularly reviewed to ensure that risk is minimised and actively managed. There have been 31 Safeguarding Agreements set up or reviewed during 2022.

Sue Brice

Diocesan Safeguarding Adviser



I thought the day would be just another box, other participants' experience was also helpful and made me aware that we have a long way to go in relation of how we bring members of society to a fuller understanding of what safeguarding truly means.



Finance and IT

During 2022 we had a full review of our finance systems and during the first quarter of 2023 we have introduced a brand-new cloud-based finance system called Xledger.

As well as ensuring the stability of our data and moving away from physical servers, we hope to introduce automation of some processes, improve reporting and efficiencies. The system links with 'Parish Share Online' and allows PCC members with a log-in to the Diocesan website to access their live financial data securely.

We continued to support our PCCs with the financial pressures they have experienced, both the ongoing impact of the pandemic but also the cost-of-living crisis, which has not only impacted the ability of people to give to their church, but also directly impacted PCC costs through soaring energy prices. We devised a grant application scheme for energy grants for PCC's, from funds allocated by Archbishops' Council, and in January 2023 we paid over £320,000 in grants to our PCC's.

We ran another series of successful workshops for our Treasurers covering several topics, including insurances and the Parish Accounts Workbook (PAW), which is an Excel workbook to produce PCC accounts and the Return of Parish Finance which can be downloaded from the Diocesan website. The workshops have been well attended and we will continue these in 2023 to share good practice and ideas with each other.

We supported the review of TRiO (our method for requesting parish share), which was approved by Diocesan Synod in June 2022 and implemented a full process for Lowest Income Communities grant applications to offset the parish share request.

Several further successful grant applications to support specific areas of work were made during 2022, such as funding for additional curates and funding to support the impact of the pandemic and cost-of-living crisis.

We have concentrated efforts on improving our internal systems for IT and GDPR, including training for the Parish Support Team and Bishop's Staff and conducting internal audits on our data and systems. We have improved the security and structure of our IT systems and the data we hold.

We have supported the Asset Management Committee on a full review of our investment advisors, run a tender process and have restructured the portfolios, to achieve better investment returns to help relieve the pressure on Parish Share.

The team has supported three trading subsidiaries, all of which have again seen a surplus position for 2022. The surpluses will be transferred to the Norwich Diocesan Board of Finance Limited under corporate gift aid and provide an alternative source of income, again to help relieve the pressure on Parish Share. The support includes full operational finance functions as well as the preparation of statutory accounts.

The team manages the finances for Church of England School capital projects, funded by the schools and government grants, for those schools which have not joined an Academy Trust.

We have provided the finance function for the Diocese of Norwich Churches Trust, the Norwich Diocesan Playvan, Norfolk and Waveney Churches Together, the Deceased Clergy Dependents Fund, Together Norfolk and the Julian Fund.

Susan Bunting
Director of Finance

Summarised Accounts 2022

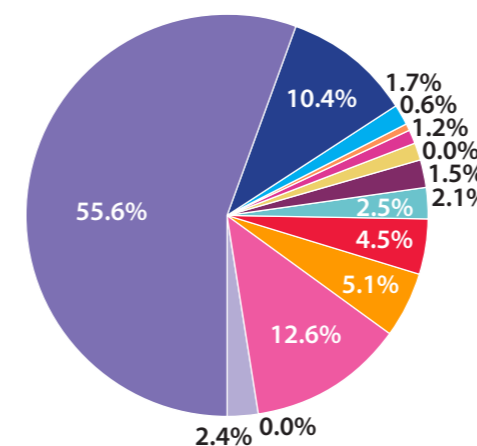
Summary Statement of Financial Activities (Board) for the year ended 31 December 2022

	Board 2022	Board 2022	Board 2021	Board 2021
	£'000	%	£'000	%
Income				
Parish contributions	6,678	55.6	6,520	52.6
Archbishops' Council - Central Church grants	1,251	10.4	1,305	10.5
Archbishops' Council - Sustainability Funding	200	1.7	200	1.6
Archbishops' Council - Strategic Capacity Funding	75	0.6	98	0.8
Archbishops' Council - Strategic Ministry Funding	140	1.2	40	0.3
Grant towards PCR2 costs	0	0.0	30	0.2
Resourcing Ministerial Education	178	1.5	238	1.9
Strategic Development Funding	250	2.1	123	1.0
Other voluntary income (inc. restricted funds)	297	2.5	938	7.6
Rental income from parsonages	537	4.5	507	4.1
Statutory fees, chaplaincy and other income	609	5.1	667	5.4
Investment Income (including Glebe rent)	1,510	12.6	1,429	11.5
Coronavirus Job retention Scheme	0	0.0	23	0.2
Other income	283	2.4	268	2.2
	12,008	100.0	12,386	100.0
Expenditure				
Stipends and other clergy costs (inc. housing)	7,614	66.6	7,735	65.2
Support for Ministry and Mission (inc.governance)	2,622	22.9	2,757	23.2
General Synod - selection & training of Ordinands	613	5.4	752	6.3
Education, families, youth and children	454	4.0	478	4.0
Investment management costs	134	1.2	150	1.3
	11,437	100.0	11,872	100.0
Net operating surplus/(deficit)	571		514	
Profits on disposal of property	1,027		927	
Net income*	1,598		1,441	
Gains on investment assets (2022: inc. revaluation of Glebe land)	8,325		2,168	
Actuarial gain on defined benefit pension scheme	1,036		153	
Adjustment of Value Linked Loans	(26)		(37)	
	10,933		3,725	
*Net income (shown above)	1,598		1,441	
FRS102 Pension disclosure - Clergy Scheme	(167)		(303)	
FRS102 Pension disclosure - Company Scheme	(254)		(231)	
Transfer of funds CPR project	0		(500)	
Designation of Sustainability Funds to 2023	(200)		0	
Realised gains on sale of properties	(1,027)		(927)	
	(50)		(520)	
Operating deficit (operational)	(50)		(520)	

Summary Statement of Financial Activities (Board) for the year ended 31 December 2022

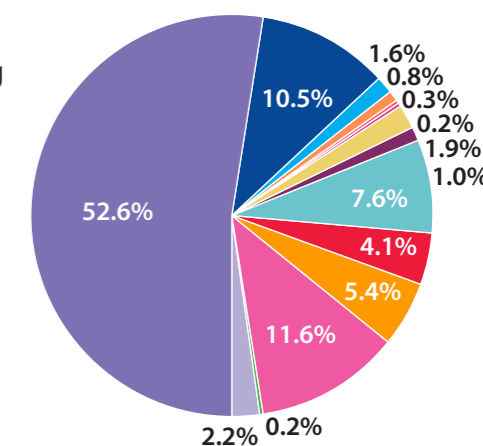
Income

2022



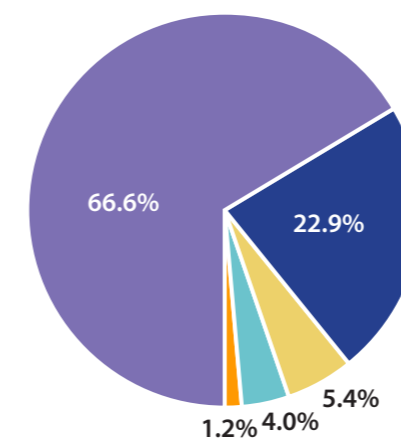
- Parish contributions
- Archbishops' Council - Central Church grants
- Archbishops' Council - Sustainability Funding
- Archbishops' Council - Strategic Capacity Funding
- Archbishops' Council - Strategic Ministry Funding
- Grant towards PCR2 costs
- Resourcing Ministerial Education
- Strategic Development Funding
- Other voluntary income (inc. restricted funds)
- Rental income from parsonages
- Statutory fees, chaplaincy and other income
- Investment Income (including Glebe rent)
- Coronavirus Job retention Scheme
- Other income

2021



Expenditure

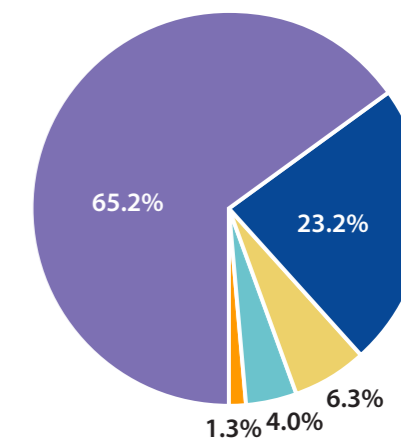
2022



- Stipends and other clergy costs (including housing)
- Support for Ministry (including governance)
- General Synod - selection & training of Ordinands
- Education, families, youth and children
- Investment management costs

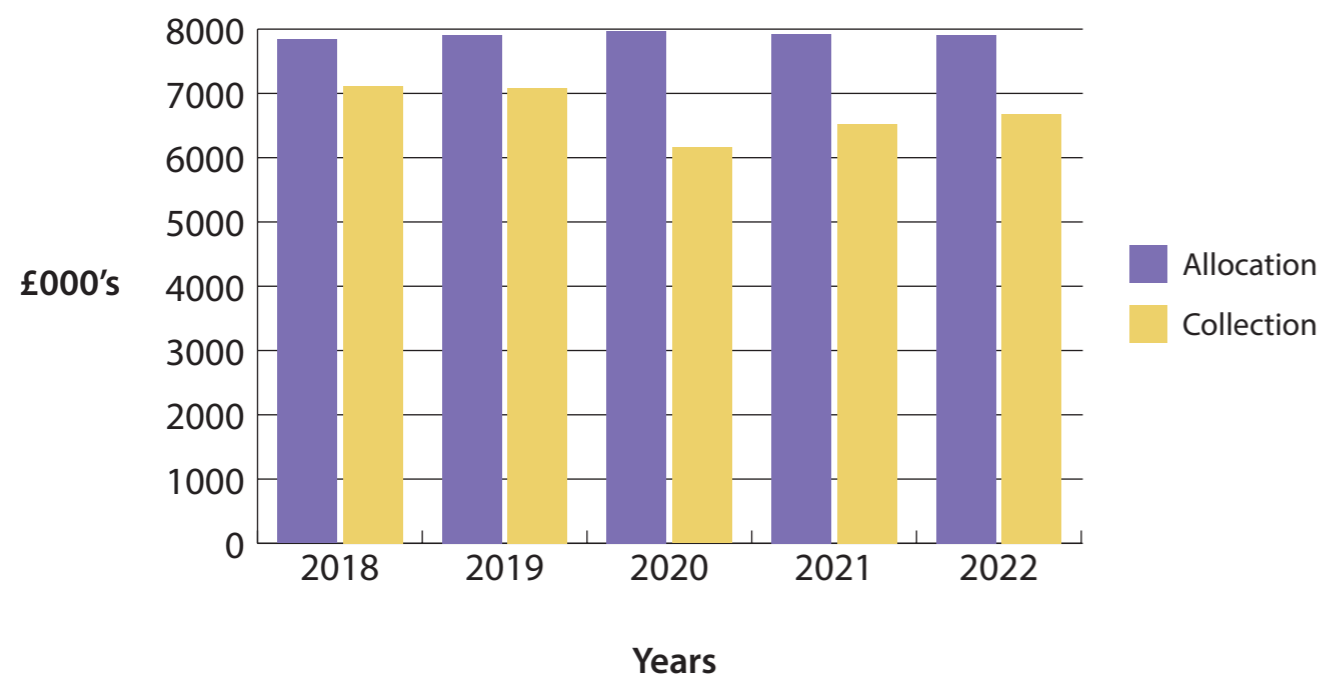
Expenditure

2021

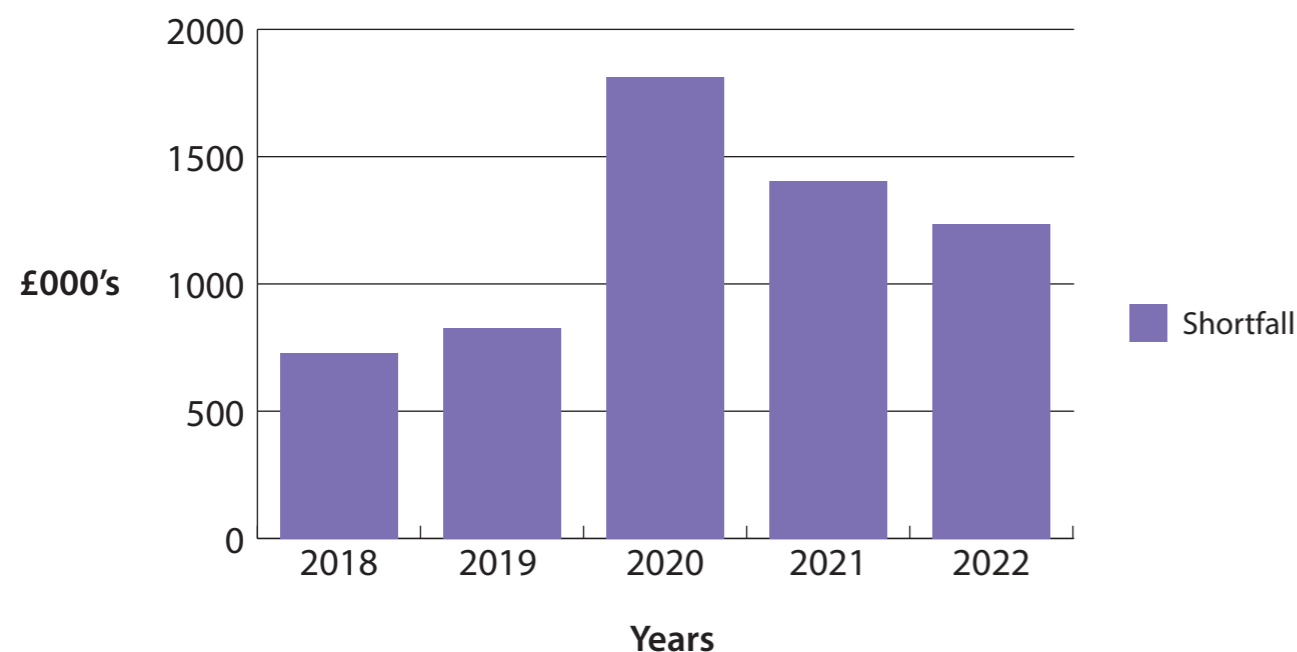


Parish Contributions for the year ended 31 December 2022

Parish Contribution collection



Shortfall in Parish Contribution collection



Summary Balance Sheet (Board) as at 31 December 2022

	2022	2021
	£'000	£'000
Fixed Assets		
Tangible Fixed Assets	87,903	87,804
Investments (2022: inc. revaluation of Glebe land)	63,828	57,178
	<u>151,731</u>	<u>144,982</u>
Current Assets		
Debtors	1,842	2,049
Pension scheme asset (staff scheme)	1,635	471
Balances with Church Commissioners	14	14
Central Board of Finance Deposit Fund	472	441
Cash at Bank	7,804	4,014
	<u>11,767</u>	<u>6,989</u>
Creditors		
Falling due within one year	(2,930)	(2,069)
	<u>8,837</u>	<u>4,920</u>
Total assets less current liabilities	160,568	149,902
Creditors falling due after one year	(416)	(390)
Defined benefit pension scheme liability (clergy scheme)	0	(293)
	<u>0</u>	<u>(293)</u>
Net assets/Fund balances	<u>160,152</u>	<u>149,219</u>

The Annual Accounts, from which this summary has been extracted, were approved by the Trustees of the Norwich Diocesan Board of Finance Limited on 20 May 2023, have been audited and will be submitted to the Charity Commissioners and the Registrar of Companies.

These Summarised Accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the company. For further information the full accounts, the auditor's report and the Trustee's Annual Report should be consulted. Copies of these can be obtained from The Director of Finance, Diocesan House, 109 Dereham Road, Easton, Norwich, NR9 5ES and are also available on the website: www.dioceseofnorwich.org

20 May 2023

Signed on behalf of the Bishop's Council of Trustees
Mark Jeffries

Transformed by Christ

Prayerful, Pastoral, Prophetic





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