

Annual Review and Summarised Accounts 2024





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Introduction from Bishop Graham



Like living stones let yourselves be built into a spiritual house.

1 Peter 2.5

This annual report shares something of our life together in the Diocese of Norwich as we seek to be a spiritual house worthy of the Lord. It is only a snapshot, and a fairly high-level one at that. The exciting work of the Gospel is better described in the annual reports of our parochial church councils serving places across the diocese. The local church is a community where we see things differently because our encounters with Jesus lead to new perspectives and possibilities. It is in each locality that parishioners keep being makers of salt and generators of light for others.

It is always tempting, especially as a diocese with 658 church buildings, to focus on the bricks and mortar of our incredible and cherished heritage. The church buildings of Norfolk and Waveney are sacred places where the praise of God is given shape, voice, and witness. When I see work completed on them, or improvements made, I see a metaphor for the work God is longing for in every human heart. God takes what is worn and weary and makes it new. God takes what seems tired and breathes fresh purpose into it. What a joy it is to see the renewal of lives as we are transformed by Christ.

We are those living stones, with Jesus the cornerstone holding us together. When we gaze into his eyes, and when we hear his voice, we draw near to the heart of everything; the ground of our being, the hope for the world.

St Bede, that great Northern saint, spoke in sea-going terms appropriate for our diocese which has such a long coastline, when he said, "Unfurl the sails and let God steer us where he will". When the Holy Spirit has breathed into the life of our churches in each generation its people have been sent to their knees and sent to serve others in their community. At a time of increased anxiety, not only about resourcing local ministry and what the future holds for some of our church buildings, but also global uncertainty with wars and rumours of wars, and environmental breakdown, we need the local church more than ever. Norfolk's church towers and spires must point to the spiritual houses of prayer and care generated below them. These are the places from which love, joy, peace, goodness, kindness should flow in abundance.

I remain very grateful for all that is given to our life together in so many ways. Our clergy often give sacrificially and with great commitment to their vocation. Our Parish Support Team has skilled and passionate people who support the work of our parishes, chaplaincies and schools. Our churchwardens and lay officers do so much, often quietly and seeking no praise, to sustain the life of our parishes. Others contribute in a myriad of ways. Thank you also, to you reading this, for the part you play as a living stone.

+ Graham Norris

Foreword



The core purpose of our charity is to support the mission and ministry of local churches, schools, and chaplaincies in our wonderful Diocese of Norwich. This is a purpose in which every member of staff and volunteer, referred to as the Parish Support Team, is engaged. In this year's Annual Report, we're placing a spotlight on the difference that our work makes, on the ground and in real lives.

The majority of our efforts in this year were focused on delivering our core offer to churches and schools as efficiently and effectively as possible and raising sufficient funds to cover their cost. However, additional external funding received from the Church Commissioners and local grant making trusts for new roles in 2024 has meant that we have had the ability to step up our support in a number of areas.

For example, we have had fantastic feedback from many churches whose historic buildings have benefitted from the 'Minor Works and Improvements' funds administered by an additional Church Buildings Support Officer. Buildings, as well as running costs and the environment, have also been helped by our Net Zero Carbon work. One standout example is St Peter Mancroft in Norwich, the first national Demonstrator Church project, which is on track to reduce its carbon emissions by 84%, saving over 52 tonnes of CO₂ annually.

Recognition of the importance of racial justice is growing in Norfolk and Waveney's increasingly diverse communities. Our externally funded Racial Justice Officer alongside the Racial Justice Action Group launched a new toolkit to support our 550 parishes in addressing racial justice locally. This follows the national Church of England's commitment to tackling racism through the From Lament to Action report and the work of the Archbishop's Racial Justice Commission.

These initiatives help us achieve our Vision as a diocese, to be Transformed by Christ: Prayerful, Pastoral and Prophetic, and we have been engaging widely to develop an articulation of how we might work together to do more. The Revd Richard Lamey joined in a new externally funded role of Director of Mission and Ministry to bring fresh strategic energy to this endeavour.

Funding our purpose in sustainable ways is always paramount in our minds and the Total Return approach agreed in 2023 was implemented with an active approach to asset management to release growth in value to fund our emerging vision programme. This, along with an improved approach to renting out vacant clergy properties saw an increase in funds available for improvements, which was, and remains, a significant focus of our attention.

Safeguarding remained a significant focus across the Diocese in 2024, particularly with the publication of the Makin Report. These conversations have been a powerful reminder of our shared responsibility to ensure the Church is a place of safety, trust, and compassion for all. In our diocese, we have continued to invest in building a stronger safeguarding culture, reviewing our practices, enhancing training, and reinforcing our commitment to transparency, accountability, and care for survivors.

We want to publicly thank all those who are praying, sharing, and working together in parishes, across benefices and across the Diocese, including with the Parish Support Team, to share God's love with our communities in Norfolk and Waveney.

This report seeks to share a little of the difference that collective effort has made and we commend it to you.

Mark Jeffries

Mark Jeffries
Chair of the Norwich Diocesan Board of Finance

Tim Sweeting

Tim Sweeting
Diocesan Secretary

The Vision for the Diocese of Norwich Transformed by Christ: Prayerful, Pastoral, Prophetic



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.

How we support Mission and Ministry, our ethos and values as a Parish Support Team

Our vision as part of the Diocese of Norwich is to see people Transformed by Christ: Prayerful, Pastoral and Prophetic. Our core purpose is to serve the local parish mission and ministry of Church of England churches, schools and chaplaincies across Norfolk and Waveney. The Parish Support Team plays a key role in enabling the national, diocesan and local aspirations and vocation of the Church of England.

Our ethos

- We seek to follow Jesus' example in all of our values and behaviours, setting high standards for our service to, and treatment of, others.
- We seek to gather Christians (with people of other faiths and none) in working together to further the Christian-faith based mission and ministry of the Church of England.
- We seek to celebrate the importance of Christian faith in people's lives and actively promote it in all our activities, while valuing those in our team who do not share these beliefs.
- We seek to be an inclusive team where all feel part of supporting our core purpose and are known and accepted for who they are and what they contribute.

Values and Behaviours

Kindness – we are considerate, compassionate, and empathetic towards each other and those we serve. We are understanding, promoting a positive, inclusive, and respectful environment that fosters strong relationships. We encourage and support one another, creating a sense of community and belonging.

Commitment – we are committed to our purpose and work with dedication and loyalty. We embody a sense of responsibility and perseverance, following through on our promises and obligations. We stay focused on our goals, even in challenging circumstances.

Collaboration – we work together with churches, schools, and chaplaincies to achieve their goals. We foster great teamwork, open communication, and the sharing of ideas and resources. We harness the strengths of the whole team, which leads to innovative solutions and great outcomes.



A summary of the Diocese of Norwich in numbers

658
Church Buildings

550
Parishes

109
Schools
and Academies

212
Licensed Clergy

301
Clergy with PTO

253
properties we are
responsible for

95
Licensed Lay Ministers

51
Licensed Lay Ministers
with PTO

600
Lay Youth and
Childrens Workers

724
Churchwardens

524
Treasurers

169
Authorised Worship
Assistants

17
Authorised Pastoral
Assistants

265
Parish Safeguarding
officers

40
Licensed Chaplains

70
Paid Children and
Youth Workers

50
schools supported with
chaplaincy projects

35
discerning vocations
(through Shared Vocations Space)

89
Eco Representatives

14
Church Building
Ambassadors

Many,
many
volunteers!

An overview of Governance and Compliance

As your dedicated Parish Support Team, we're deeply committed to upholding the highest standards of statutory compliance and embracing best governance practices. Our governance structures, put in place after the 2021 review, complete their third full year of operation in 2024.

Governance in numbers: a snapshot of 2024

Here's a quick look at some of our governance highlights from the past year:

- We held 68 meetings
- Our work spanned across 18 different boards and committees.
- The Bishop's Council of Trustees held 4 meetings.
- 6 boards and committees successfully conducted elections.
- Another 6 boards and committees oversaw key appointment or nomination processes.
- The Diocesan Synod met 3 times.
- We were able to support 32 benefices with new Chairs and members for their Patronage Boards.
- And we proudly supported 6 benefices with the appointment of new Ministers.

The Heart of Our Decisions: Bishop's Council of Trustees

Our Bishop's Council of Trustees (BCT) and the Standing Committee of the Diocesan Synod came together four times during the year, guiding our strategic direction. In January, they continued discussions on our Vision Enabling Strategy and gave the green light to our strategic actions for 2024. Subsequent meetings saw progress on our Diocese of Norwich Environmental Policy, the approval of our 2023 Accounts and audit, and important updates on nominations and elections.





A New Chapter for Diocesan Synod

The election of Deanery Synod members to our Diocesan Synod marked the start of a new triennium. This process allowed us to elect and appoint members to several boards and committees, ensuring a consistent and aligned cycle for everyone. We also invited members eligible for further terms, following our 2021 governance review, to continue their valuable contributions. And a warm welcome to the new Chair of our Glebe Committee, who joined us during the year.

Supporting our Benefices: The Patronage Board

After the summer elections, we were delighted to welcome a new Chair and several new members to our Patronage Board. As patrons to thirty-two (mostly rural) benefices, the Board played a crucial role in supporting the appointment of ministers to six benefices this year. They continue to pray and work diligently towards more. Beyond managing vacancies, the Board also provided support for patronage transfers and pastoral reorganisations, with invaluable input from our Archdeacons and Bishops. The Board is truly rebuilding its momentum and remains steadfast in its commitment to strengthening our mission.

Filling vital roles: Our Nominations Committee

Following our election and appointment cycle, we had a few vacancies. The dedication of our Nominations Committee helped us fill many vacant governance roles, bringing fresh energy to our boards. This important work will continue into 2025, and we're committed to filling the five remaining vacancies.

Engaging Synod

Our Diocesan Synod met three times last year – once online and twice in person. At our March meeting, members had the opportunity to hear from Paul Sandford, Chief Constable of Norwich Police, and Eleanor Lyons, the Independent Anti-Slavery Commissioner, on the crucial issue of Modern Slavery. In June, the Diocesan Synod incorporated the Norwich Diocesan Board of Finance Ltd. AGM, where our 2023 Report and Accounts were received and approved.

Ensuring Our Parsonage Houses are Home

The 2024 governance cycle wrapped up with the December meeting of the Property Executive Committee, which continued its vital efforts to ensure the provision, maintenance, and improvement of our Parsonage houses – making sure they truly feel like home for our ministers.

Our Team

- Holly Westgarth, PA to the Diocesan Secretary and Director of Finance
- Jo Pelan, Pastoral Administrator (part-time)
- Rachael Eke, Governance and Executive Officer (part-time)

The Impact of Mission



Growing Faith and Community

The Mission of the Church is the mission of Jesus Christ. Every day our churches serve local parishes through mission, responding to human need in local communities alongside providing weekly services of Worship.

We want to proclaim the Good News of the Kingdom, and teach, baptise and nurture new believers. We work towards transforming unjust structures of society and strive to safeguard the integrity of creation.



New learning Pathways and Mission courses

We started two new learning pathways offering an opportunity for intensive coaching and discussion based learning for ordained and lay leaders.

GROW is a course aimed at supporting ordained church leaders and their teams to help them grow in health, depth and impact. 36 people attended.

MYRIAD inspires and coaches lay leaders to develop new church communities to reach a new demographic in their parish. The Norwich Myriad Hub is called Mustard Seeds. 30 people attended.

Both courses are part of the Gregory Centre for Church Multiplication (CCX) and supported by the Bishop of Lynn, the Rt Revd Dr Jane Steen and the Diocesan Mission team.

The first ever CATALYST course was launched by the Children Youth and Families team. It was introduced by the national church in collaboration with Ridley Hall Theological College with the aim of equipping those working with children and young people. Five people graduated and one has gone on to pursue a Diploma in Mission and Ministry (CYF) thanks to funding from the national church.



The Garden Network of Churches

What might it look like if we saw more of heaven on earth? Restoration and renewal in every home?

The Garden is a growing Network of missional communities that have no specific building or home. They are a network of communities or houses united by five core Biblical values and six simple practices, a rhythm of daily Bible reading and prayer to give everyone the opportunity to live out a transformational life.

Serving Our Neighbours

The impact of our mission extends far beyond the walls of our churches. We are actively engaged in serving our neighbours, responding to local needs with compassion and practical support. There are incredible initiatives, started from the ground in a local context and maintained by dedicated clergy, lay leaders and volunteers. From food banks and warm spaces providing essential relief, to community gardens, youth groups, family events and community lunches.



Stories of Transformation

While numbers tell part of the story, the impact of our mission lies in the transformed lives and strengthened communities we witness across Norfolk and Waveney.

Garden Network

"Garden church network is a simple way of meeting together, wherever two or three are gathered in his name. We are seeing people find faith and being baptised."

Youth Groups

"Children regularly pop into the Youth Cafe at the Well on their way home from high school. It offers a place to meet up with friends after school with refreshments, games and activities."
The Well, Dersingham

Growing Churches

"We found ourselves doing church differently, we need to expand physical space and we're now in Swaffham. We started an overflow service. The whole support mechanism from CPR has been fantastic."
Fountain of Life Church, Swaffham

Sports and Fitness Ministry

"We had just over 30 people at the Football Quiz, many of whom do not know Jesus. The gospel was shared at half time in a football themed way. Everyone was then invited to the 321 enquirers course. Around 450 people turned up at the Light Night. It was great to see so many people from the community who we interact with through schools work and invite them to all the Christmas events and services. I am praising God for all he has done and am excited to see what the future looks like for Sports and Fitness Ministry in Thetford."

Growing Younger: Children, Youth and Families

Supporting Our Ministry Families

A special part of our work is actively supporting the families of those who minister in our churches. We held two events just for them.

'Escapology' was an activity day designed especially for teenagers from ministry families. It was a chance for them to enjoy some outdoor fun and also have open discussions about the unique pressures of growing up in a ministry family. They shared some really valuable insights, like the need for more support when clergy move parishes, how evening and weekend meetings can impact family life, and that getting up early for church can be tough! But amidst all that, they also shared their love for being involved.

'Balance' was our ministry family day, where 40 people from 10 families came together. It was a wonderful opportunity for families to recharge, relax, and simply enjoy time together. Alongside a variety of activities, we also shared a meaningful time of reflection and prayer.

Children, Youth and Families impact

- 18 young people enjoyed at an activity day at 'Escapology'.
- 10 ministry families found refreshment and fun at 'Balance', a special family day at Horstead Centre.
- 90 people gathered for inspiration and learning at our 'One Big Day' conference.
- 5 individuals graduated from 'Catalyst' in partnership with Ridley Hall Theological College.
- 15 teenagers embarked on the thoughtful 'Rooted' pilgrimage day.
- 37 young people had an amazing time at the 'Soulshaper Youth Weekend'.
- Our Resource Centre continued to be a treasure trove, loaning out over 200 resources to support churches in their mission.



Equipping and Inspiring Our Leaders

In 2024, we also hosted our bi-annual 'One Big Day' conference for everyone working with children, young people, and families. It was packed with helpful topics, including building healthy teams, bridging generation gaps, creating welcoming spaces, developing intergenerational mission plans, and even how to kickstart youth work from scratch! We're so incredibly grateful for the dedication of the many amazing volunteers from across the diocese who helped run the day and shared their own expertise. Our next conference day is set for Saturday, April 25th, 2026!

Nurturing Young Disciples

Providing inspiring discipleship opportunities for young people is a key part of our mission, especially focusing on developing young leaders and supporting youth from smaller churches and youth groups. We saw fifteen teenagers attend the 'Rooted' pilgrimage day, spending time walking, talking, and sharing about how we can stay firmly rooted in our faith. And thirty-seven young people from right across the diocese enjoyed a brilliant 'Soulshaper Youth Weekend'.

A Hub of Resources

Our Resource Centre continues to be a real asset, with 45 churches and organisations borrowing more than 200 different resources to support their mission activities.

Our Team

- Revd Jonathan Richardson, CYF Development Officer
- Anna Main, CYF Project Adviser (part-time)
- Matt Beckett, CYF Adviser (part-time)



Fuelling Mission and Ministry through Generous Giving

Mission and Ministry thrives because of incredible generosity. Our Generous Giving team are passionate about helping parishes to strengthen their finances. The aim is to make it easy and joyful for everyone to live out their Christian faith by supporting our churches.

The Parish Giving Scheme: A Game-Changer for Parishes

The Parish Giving Scheme is changing how our parishes manage their finances, making things smoother and even boosting regular giving. It's fantastic to share that 197 parishes have already embraced this new resource, and are seeing some great results.

"I am pleased to say that we managed to get 29 donors signed up, and that includes two who are new to giving, at least one who has given regularly but through the collection plate, and another two or three who have always been generous supporters but somewhat irregularly, and at least 5 of our previous 'regulars' have increased their level of giving." Yare Valley Churches

Contactless Machines: Modern Giving

The contactless machines have been incredibly popular, far exceeding our initial forecast of £70,000 in income. In fact, in 2024, they brought in an impressive £114,672.50.

A real success story from our digital rollout has been the 'Try Before You Buy' scheme. This gives parishes the perfect opportunity to see if a contactless machine will work well for them before they commit to buying one. It's a fantastic way to ensure it's a viable and beneficial investment.



All Saints Church, King's Lynn, shared their positive experience: "I think the try before you buy scheme is excellent. It certainly focused our minds and helped sway the PCC towards a favourable decision. The device has proved useful by being portable, so it has been used at outside events, which is very handy. Just lately we have seen an increasing number of visitors to the church, and we are gearing up for various concerts and other events, so I have every reason to believe that we shall benefit more and more over the forthcoming months."

Cornerstone: Building a Stronger Foundation for Giving

Our Cornerstone platform is another useful tool, helping parishes understand their church's giving culture and financial situation. It offers clear, simple steps to grow generosity and giving within their church community, and it even provides a handy grants database to help them find additional support.

Our Team

- Robert Culyer, Generous Giving Adviser (part-time)
- Colin Tomlin, Generous Giving Adviser (part-time)
- Naomi Rizk, Generous Giving Administrator (part-time)

Environment: The fifth mark of mission

We're inspired by the passion for creation care. As one person put it, "Eco Church has been more than just tick sheets. It's been people thinking 'where does this come from scripturally and where can we apply it?'"

And we enjoy hearing how it's bringing in "a lot of younger people who've got a real passion for it... It's important that us 'oldies' recognise the importance of this issue to the next generation and work alongside them to address it."

Our Impact in Numbers

- First demonstrator church project in the Church of England
- £43,000 has already supported 12 churches in upgrading their heating or lighting.
- 3 churches have successfully switched from fossil fuel heating to all-electric.
- Our top 12 energy-using churches have all received a free energy audit.





Energy in Churches: Brighter and Greener

St Peter Mancroft in Norwich city centre is leading the way as the first demonstrator church project in the Church of England. Their new solar panels and heat pump installation are already making a huge difference, significantly reducing their CO2 emissions. And the good news continues, with both Great Yarmouth Minster and King's Lynn Minster now accepted onto the Demonstrator programme – more green transformations to come!

On a slightly smaller, but equally impactful, scale, our Quick Wins Fund has so far provided £43,000 to help 12 churches make vital energy efficiency upgrades to their heating or lighting systems. Three churches have even made the brilliant leap from fossil fuel heating to all-electric.

We're also delighted that our top 12 energy-using churches in the Diocese have all received a free energy audit. They're now busy figuring out which energy-saving projects they want to tackle with the associated £3,000 grant.

Energy in Property: Greening Our Homes

Our housing demonstrator project is now complete. One rectory has been beautifully retrofitted with triple-glazed windows, an air source heat pump, and solar panels. Early figures are promising, suggesting this will reduce the resident's energy bills by 75% and CO2 emissions by 98%.

Energy in Schools: Investing in Our Future

We're actively exploring various ways to boost energy savings in our schools. Our plans include replacing older, failing boilers with low-carbon alternatives, carrying out essential repairs on underperforming heat pump systems, and ensuring every school can access its half-hourly energy data. This crucial data will help them identify and tackle any wasted energy, setting our young people on a greener path.

Energy Data: Understanding Our Impact

A huge thank you to the Anne French Memorial Trust for generously funding a prize draw. All parishes that submit an Energy Footprint Tool report by the closing date of June 30th, 2025, will be entered. We're really hoping this encourages more submissions, as it provides us with invaluable data on energy infrastructure and consumption. This information is essential for establishing an accurate baseline for our emissions and pinpointing buildings with higher energy use, helping us to focus our efforts where they'll make the biggest difference.

A Warming Climate: Our Prophetic Voice

With 2024 being the warmest year on record globally – and likely the first year more than 1.5°C above pre-industrial levels – the urgency for action is clearer than ever. In this critical moment, the Church's prophetic voice, both urging and demonstrating action, is more important than ever. It's wonderful to see how many of our churches are stepping up:

- 187 churches have signed up for the A Rocha UK Eco Church programme.
- 105 have already achieved their Bronze or Silver Eco Church Award
- Our Diocesan Environment Officer attended or delivered talks at 20 parish events, sharing inspiration and expertise.
- 100 people attended a wonderful conference hosted in Wiveton, aptly named 'Towards Net Zero by 2030 – a Pit Stop for Rural Churches'.

Eco Churches

"The commitment to creation care in these parishes is so incredibly encouraging to see and to share with others!" Barbara Bryant, Diocesan Environment Officer.

Our Diocesan Environment Officer attended or delivered talks to over 20 parish events during the year. Eco Churches are inspiring their local communities. Their commitment to embedding creation care within their mission and ministry shines through in how they manage their buildings and land, their worship and teaching, their global and community engagement, and their lifestyle choices.



Land and Biodiversity

Our Glebe Committee has also re-developed their Environment Strategy, ensuring we manage our glebe land with biodiversity at the forefront.

Green partnerships

We've been busy strengthening our partnerships with the Norfolk Wildlife Trust, Norfolk Green Care Network, the Local Nature Recovery Strategy (Norfolk & Suffolk), Suffolk Wildlife Trust, the Norfolk Coast Protected Landscape Team, and the Interfaith network. By working together across our locality, we can maximize our positive impact.

Sharing news and information

Sharing information and engagement is fostered through quarterly eco forum events, an emailed newsletter, and presentations to Rural Deans, Deanery Synods, and in training sessions with LLMs and curates. To help share these stories, we produced three insightful videos this year. They highlight the purpose of the Energy Footprint Tool at a parish level, showcase the inspiring net-zero St Peter Mancroft project, and demonstrate the brilliant collaboration of the church, council, and school in the Harleston Nature Recovery project.

Finally, we're proud to share that both Barbara and Ed have completed their carbon literacy qualification. They've even prepared a "carbon confidence training in an hour" session, which will be rolled out for all NDBF staff next year.

Looking ahead

We're excited to announce plans to train our first Eco Chaplains in Spring 2025. This will help us develop a fantastic volunteer network to support parish eco reps right across the diocese.

Our team

- Barbara Bryant, Diocesan Environment Officer (part-time)
- Ed Cotterill, Net Zero Officer (part-time)

Training and Support for Ministry

Equipping our leaders

In the Diocese of Norwich, we aim to nurture and equip all those called to ministry, whether ordained or lay. 2024 was a year of significant growth and effort in providing comprehensive training, ongoing support and valuable resources to ensure our leaders feel confident and spiritually nourished to serve their local communities effectively.

Our Mission and Ministry Team

Our Mission and Ministry team developed and grew in 2024. Revd Richard Lamey joined us in September as Director of Mission and Ministry, bringing leadership to the team. In 2024, our dedicated Ministry team who all work part-time included:

- Archdeacon Keith, who led our Continuing Ministerial Development and Training programs
- Revd Charles Read, providing training for both Clergy and Licensed Lay Ministers (LLMs)
- Revd Sue Hemsley Halls, coordinating our Authorised Worship Assistants (AWAs) and pioneering a new pathway for Authorised Pastoral Assistants (APAs)
- Alan Cossey, leading the coordination of our LLMs, with support from Leslie Lofts
- Jane Keeton, providing essential counselling support
- Administrative support from Marleen Madinda and Margaret Mallett

Revd Michael Fox who served as our DDO (Diocesan Director of Ordinands) and IME2 (Initial Ministerial Education Phase 2) lead, overseeing Vocations, retired at the end of 2024.

Our Mission team comprised:

- Mission and Church Planting, led by Revd David Lloyd (part-time) with support from Charlotte Bayes (part-time)
- The Children, Youth and Families team, guided by Jonathan Richardson
- The Generous Giving team, led by Robert Culyer
- The Environment team with Barbara Bryant and Ed Cotterill
- Data Analysis, Rebecca Devlin
- Administrative Support, Rebecca Domek and Susie Mullins

Continuing Ministerial Development: Highlights from 2024

Our commitment to lifelong learning and spiritual growth is central to our approach. 2024 was a busy year for Continuing Ministerial Development, with training and development around a wide range of important topics, including:

- Mental Health First Aid Training
- Assets in Mission – Church Property Law
- Facilitating Faculties
- Preaching in Holy Week and Easter
- Pre-retirement Practicalities Workshop for Clergy
- Incumbency Skills and New Posts Conferences for new incumbents and those new in post
- Preaching with St Matthew's Gospel, a valuable series for licensed Clergy and LLMs
- Leading in Complex Times
- Avoiding Ministerial Meltdown
- Resilience in Conflict
- An inspiring Advent Poetry Series
- Supporting 8 clergy in taking sabbatical leave for rest and renewal
- Reflective Pastoral Supervision

And ongoing Ministerial Development Review (MDR) processes.

Ordained Ministry: Nurturing Our Future Leaders

Under the guidance of Revd Richard Lamey and with training led by Revd Charles Read, the numbers entering training for ordained ministry have continued to rise. We're particularly pleased to have candidates on our late pioneer pathway, and we're planning to relaunch our youth and children's work pathway.

A real strength is how our LLMs study alongside ordinands for much of their academic training. This collaborative approach is proving incredibly beneficial. Our partnership with ERM (Eastern Region Ministry Course) continues to be a great asset to our Diocese, fostering a strong and vibrant learning community where students truly grow into the ministry to which they are being called. We consistently hear very warm feedback from students about the quality of the training and study provided. We pride ourselves on being very flexible with our training pathways and currently have several students on tailor-made programs to suit their unique calls.



Lay Ministry: Dedicated Service in Our Communities

Our Licensed Lay Ministers (LLMs) are the strength of many of our parish teams, offering invaluable service and leadership.

- We currently have 90 Licensed Lay Ministers actively serving
- 51 Licensed Lay Ministers hold Permission to Officiate (PtO)
- We celebrated the admission of 3 new people to the Office of Reader/LLM in September 2024

Ben Fiaz, LLM, shared his experience: "Serving as a Licensed Lay Minister has been a deeply enriching journey. Collaborating with the incumbent and our dedicated ministry team, I've cherished the opportunity to be actively involved in planning, organising, leading and preaching in various services. Beyond the structure of ministry, what truly resonates with me is being present within our community offering a listening ear, sharing in life's joys and sorrows, and simply being there for our parishioners. It's in these genuine connections that I find the true essence of service."

A significant development in March 2024 was Alan Cossey becoming the Bishop's Adviser for Licensed Lay Ministers. This was the first time an LLM had been appointed to this post. The Bishop's Day in March was led by Loretta Minghella of Clare College, Cambridge, on 'Prophetic Church.' The Warden's Day was equally insightful, led by Dean Andrew Braddock, focusing on 'The Prophetic Call and the Ministry of LLMs today.'

We've made a big push to ensure all LLMs and LLMs (PtO) are up to date with their safeguarding training, and this vital work is ongoing. The Bishops' Regulations for Ministry 2000 have also been revised, and once approved, we will appropriately revise the Diocesan Code of Conduct for LLMs.

Authorised Worship Assistants (AWAs) and Authorised Pastoral Assistants (APAs)

Revd Sue Hemsley Halls has been instrumental in coordinating our AWAs and developing a new pathway for APAs. In 2024 there were 178 AWAs and 22 APAs.

Authorised Pastoral Assistants are trained and authorised to engage in pastoral ministry on behalf of the local church, working as part of a team of clergy and laity. A pathway was trialled at Oulton Broad and a member on the training course said:

"This course allowed me to step into a vocation I have felt called to for some time, but could never put a name to. I'm not a Churchwarden or a Licensed Lay Minister, I'm an Authorised Pastoral Assistant."

An Authorised Worship Assistant (AWA) is, within his or her own benefice, able to assist the incumbent with the Ministry of the Word and in conducting worship. This might involve planning and delivering a Service of the Word, an act of All Age Worship, Morning or Evening Prayer, or assisting at some other service. This may be in the context of traditional church or a Fresh Expression.

"Coming from a family of ordained clergy, including bishops, leading worship was probably in my DNA, but the last call to serve in this way came while our Benefice was in vacancy and I was helping draw up the Parish profile. It was then that I read on the Diocesan website about the role of an AWA, and I realised, despite being in my late 70s, perhaps this was a way I could help most during this challenging time for our Benefice."

Looking ahead to 2025

We're excited that Anna Chaplaincy will become a specialised pathway for Authorised Pastoral Assistants who choose to develop their training in that way, offering focused support to older people and their families and to those with dementia.



Exploring God's Call: Vocations

Our Shared Vocations Space continues to be a valuable resource for those exploring a call to ministry, providing guidance and discernment opportunities.

From September 2024 to January 2025, 35 people met each month from across the Diocese to think through and make space to consider what vocation God might be calling them to.

"It has been a joy and privilege to get to know them, to walk and learn with them and to see the amazing things God has done in their life and continues to do in their life. The whole course has been a great success. Each individual and their response to God's call is a witness to God's ongoing love for his people and offers hope for the mission and growth of the church in Norfolk and Waveney." Revd Richard Lamey.

Deepening and Exploring Faith: The Bishop's Certificate in Christian Learning

From vocations, to deepening discipleship and faith. In 2024, we launched the Bishop's Certificate in Christian Learning, led by Jane McClarty. The course sought to answer a profound question:

How can we help God's people to explore more deeply the riches of our Christian faith, and live out that faith as we are each called to do?

The course included a series of units over an academic year, ending in the award of the Certificate. It was designed to be as flexible as possible, allowing participants to sign up for any or all units, with no requirement for prior learning.

Looking ahead

As the Certificate develops, we envision expanding in person meetings to other areas such as King's Lynn and Great Yarmouth. Ultimately, the vision is for the Certificate to be part of a broader range of learning opportunities across the Diocese, complementing the excellent offering by the Cathedral's Centre for Christian Learning, and perhaps sparking further follow-up lectures and seminars.



Wellbeing and Care for Leaders: Counselling Support

Jane Keeton continues to provide counselling support to all who are eligible and request it. Jane works flexibly, offering appointments at times and frequencies to suit each client. Counselling is provided in various ways to best suit each individual need. Jane also provides pastoral supervision for some clergy.

In 2024, Jane supported:

- 75 clients in total
- 23 of these were new clients
- 52 clients were ongoing work or returned having been seen previously
- 591 sessions were conducted (initial sessions are 90 minutes, subsequent sessions 1 hour)

Beyond direct counselling, Jane also provides ongoing training for deacons and TIs (those in training for incumbency), training for supervisors of AWAs, and support sessions for groups of AWAs. In early 2024, Jane redrafted and launched the Clergy Wellbeing questionnaire and is currently analysing the valuable data gathered.

Looking Ahead

Our Ongoing Commitment

In 2025, Revd Lucy Dallas joins the Diocese of Norwich from the Eastern Regional Ministry Course in the role of DDO AND IME2. Lucy will play a central and active role in encouraging people to think about vocation in all its forms, while also overseeing and directing discernment, training and formation.

Parish Support



Church Care and Development: Nurturing our treasured spaces

2024 has been a busy and rewarding year for our DAC and Church Care Team. The amount of faculty casework has bounced back to pre-Covid-19 levels, showing just how much is happening across our church buildings.

Church Care in Numbers

- 64 faculties received the Chancellor's approval; good news for many projects
- 223 'List B' applications approved by our Archdeacons
- Just 1 recommendation made by the DAC was rejected by the Chancellor
- We made over 150 visits to parishes
- We published 8 editions of our helpful Church Buildings Bulletin
- 18 churches are expertly administered by our team through the Diocese of Norwich Churches Trust

Welcoming Our New Diocesan Chancellor

We were delighted to welcome our new Diocesan Chancellor, Jacqueline Humphries KC. While the number of cases processed by the DAC saw a slight dip in the second half of the year (with 64 faculties approved compared to 94 in 2023), her arrival marks an exciting new chapter for us.

Common Projects: Enhancing Our Churches

We've been busy helping churches with a wide variety of projects. Some of the most common applications the DAC reviewed this year included installing practical serveries and toilets, renovating essential heating, lighting, and sound systems, undertaking vital roof and tower repairs, and thoughtfully reordering church interiors to better serve their communities. Our team regularly sought expert advice on these installations and on the loving care of precious items like bells, organs, stained glass, clocks, and other historic artifacts.





Minor Repairs: Lending a Helping Hand

Thanks to an increase in our team, we were able to significantly step up our contact with parishes, making over 150 visits throughout the year. We were also thrilled to launch the Minor Repairs and Improvements Grants scheme mid-year, funded by the Church Buildings Council (CBC). This scheme is expected to disburse £200,000 in small grants to parishes by the end of 2025, helping with those crucial smaller projects.

Leading the Way: Net Zero Carbon Church

We're incredibly proud that St Peter Mancroft in Norwich became the very first church in England to successfully complete a project under the CBC's pioneering 'Net Zero Carbon Demonstrator Churches' programme. This is a brilliant achievement and a wonderful example.

A huge thank you to Andrew Barnes, Chair of the Diocesan Advisory Committee for the Care of Churches, and the entire team for their dedication to preserving and developing our beautiful church buildings for generations to come.

Our team

- Nicholas Cannon, Church Care and Development Manager and Secretary of the Diocesan Advisory Committee
- Eliza Greenwell, Church Care and Development Adviser (part time)
- Nicola Lewis, Church Buildings Support Officer (part time)
- Frances Jackson, Historic Church Buildings Support Officer (part time)
- Anna Venn Moncur Historic Church Buildings Support Officer (part time)
- Margaret Mallett, Administrative Support (part time)



Diocesan Board of Education: Our flourishing schools



Our Diocesan Board of Education (DBE) has had another inspiring year, guided by our Strategic Plan 2024-2030. This plan is all about strengthening our church schools and supporting the wider education system, and it's closely linked to our wider Diocesan Vision

School Chaplaincy: A Growing Presence in Our Schools

Over the past two years, the St Benet's Multi Academy Trust Chaplaincy Project has been developing school chaplaincy teams across its schools in south Norfolk. They're especially keen on creating sustainable models for our primary schools. This project is made possible through part-funding from the Church of England Growing Faith Foundation and the Diocese of Norwich. Integrate Youth for Christ are leading this work and have been running youth activities and supporting churches across South Norfolk for over 15 years.

The project's goal is to build a coordinated team chaplaincy programme. It's about connecting church leaders and lay volunteers from local churches with the schools to act as dedicated school chaplains.

Here's a snapshot of the project's reach

- 11 schools are involved (that's 8 primary, 2 junior, and 1 secondary school).
- 32 people are involved, including 6 lead chaplains and 26 other volunteers (both clergy and lay people).
- 7 chaplaincy teams have been successfully established.

This project is transformative, providing:

- A regular, supportive presence in the schools.
- Pastoral and wellbeing support for teachers, pupils, and families.
- Mentoring and drop-in chat sessions to boost student wellbeing.
- Fun school lunch clubs for young people.
- Reflective prayer spaces for pupils to explore their own faith journeys.
- Commissioning events that encourage the spirituality and faith journeys of pupils, both within and outside of school.
- Development and support for smooth transition projects between primary, junior, and secondary schools (even including non-trust secondary schools).
- Valuable links to out-of-school provisions like local youth cafes and clubs.
- Helpful signposting to other agencies.
- Development of other youth-related activities that support the Trust's vision.

...and so much more, all tailored to the unique needs of each school and the availability of volunteers.

Supporting our schools

Beyond the chaplaincy project, here are some of the highlights from 2024:

- 100% of schools undergoing the SIAMS inspection process (the Statutory Inspection of Anglican and Methodist Schools) achieved the desired outcome: 'Through its vision and practice, the school is living up to its foundation as a Church school and is enabling pupils and adults to flourish.'
- Open Academy secondary school in Norwich officially gained Church of England status
- In our Voluntary Aided (VA) schools, where the Diocese manages capital building projects (funded by the Department for Education), we invested a significant £396,865 in projects aimed at reducing carbon emissions. That's an impressive 49% of our total budget dedicated to sustainability. We're thrilled that all VA schools now have LED lighting. Other projects included two solar panel installations, the installation of energy monitoring equipment, and various window and boiler upgrades.
- Our schools' Racial Justice network continues to meet and actively engages with the Diocesan Action Group, led by Revd. Karlene Kerr. We've secured further funding for 2025 to develop Racial Justice Champions in six schools – building a more inclusive environment for everyone.
- Our annual Diocesan Schools Day at the Cathedral was a huge success, with over 300 children from 8 schools exploring the Christian faith through the creative arts. It was a wonderful example of collaborative working between the Cathedral Education Team and the Diocese Board of Education.

- We're committed to high-quality Religious Education. Our training and support for schools led to positive comments in both SIAMS and Ofsted reports. In the academic year 2023-24, a total of 1626 school staff received training (that's an increase of 237 on the previous year!). We're also continuing to develop our work with the University of East Anglia, with our RE Adviser delivering 3 days of RE lectures over two terms to support trainee teachers.
- We recruited a second cohort of aspiring headteachers onto the National Professional Qualification for Headship (NPQH), delivered in partnership with the Church of England Foundation for Educational Leadership – nurturing the leaders of tomorrow!
- Our successful Headteacher conference in March saw 80 delegates gather to discuss 'Building a culture of justice and responsibility in our schools' – inspiring discussions for crucial topics.
- We also had the privilege of supporting seven schools joining our two academy trusts – two for DNEAT and five for St Benet's.

We're so grateful for the dedication of everyone involved in our church schools, making a real difference in the lives of children and young people across our Diocese.

Our Team

- Paul Dunning, Director of Education
- Chris Allen, RE Adviser
- Jodie Ballard, PA to the Director of Education
- Sam Witton, School Estates Finance Officer



Property: Making a Difference

"I have been meaning to write to thank you for getting us into the rectory so quickly and so helpfully. We really appreciated how supportive you all were, the speed at which you managed to do things and also for the good condition of the rectory. We are grateful."

Property by Numbers: A Busy Year

- We're responsible for 253 properties
- We acquired 4 new properties and purchased 1 more.
- We sold 2 properties for £1.067 million, helping to generate important funds.
- The team handled an incredible 2057 work orders, which averages out to about 8 orders every single working day
- We paid over £520,000 in council tax for clergy-occupied houses and over £85,000 in water rates.
- We joyfully welcomed and housed 10 new incumbents and 2 newly appointed curates.
- The team also assisted 9 clergy as they moved from the Diocese and supported 8 internal clergy moves.

From replacing a radiator valve to fixing a roof, our team is constantly investing in our property portfolio. Every time someone moves in, we prepare the house, ensure utility suppliers are organised and help with removal costs and grants.

Energy Efficiency: Greener Homes for a Brighter Future

We're committed to making our properties more energy efficient, aligning with our wider environmental goals. This year, we've been busy fitting air source heat pumps and solar panels with batteries. We also continue to insulate properties where it's most needed, helping to create warmer homes and reduce carbon footprints.

Diocesan Property Rent: Generating Vital Income

To make the most of our assets, we strategically rent out diocesan properties that would otherwise be vacant. In 2024, 34 new tenants moved into our properties, while 16 moved out. This smart approach resulted in an overall income of £748,000 from renting vacant property, which is a fantastic increase of over £150,000 from 2023.



Glebe Land: Stewarding Our Agricultural Heritage

Another key area for the team is the management of 5,780 acres of glebe (agricultural) land. This significant estate produced around £839,000 of income this year. With 352 tenants, it keeps our part-time Glebe Surveyor very busy and provides invaluable guidance. During the year, 3 parcels of glebe land were sold for over £388,000, including the sale of development land that will bring in even more income next year thanks to an agreed deferred payment plan.

Advice and Assistance: Supporting Our PCCs

Finally, our Property Department also provides invaluable advice and assistance to parishes. This year, they supported 21 PCCs and church groups with a variety of matters, from tricky boundary queries and rights of way to new leases and lettings of church and parish halls. They also helped with the sale of vacant parish charity land, ensuring we maximize capital receipts for the benefit of our communities.

Our Team

- Tom Williams, Director of Property Services
- Charles Thurston, Diocesan Surveyor
- Laurence Gage, Property Management Surveyor
- Sally Finn, PA to the Director of Property Services (part-time)
- Yvette Sullivan, Customer Service and Property Administrator
- Alan Cole, Property Consultant (part-time)
- Emily Crisp, Glebe Surveyor (part-time)
- Edmund Cotterill, Net Zero Carbon Adviser

Communications and Engagement

At the heart of our Communications team's work is a simple strategy: Equip, Connect, and Celebrate. Our main goal is to empower people to do their best work, encourage connections across our Diocese, and share all the incredible good news stories happening at parish level.



We love to shout about these stories, sharing them far and wide with our networks and with local and national media when it's the right fit. We're here to offer communications support at every level – from parish to the wider Diocese and to the Bishopric.

Equip: Giving you the tools to shine

We're passionate about equipping mission and ministry by providing you with the communications tools and training. We're here to support with communications whilst understanding that each parish is unique in its own context. Therefore, we aim to provide specialist advice and support when needed. Examples include:

- Websites
- Social media
- Press and Media
- Filming in churches
- Photography
- Brand and marketing

Celebrate: Sharing your stories

We love to celebrate our clergy, lay leaders, and volunteers by sharing uplifting good news stories that can encourage others. Our main way of doing this is through our regular eNews, which lands in your inbox every fortnight. You'll also find a wealth of inspiring stories on the main news page of our website, and we actively work with local and national media to share these stories even further. We also run a Diocese YouTube channel, building up a collection of encouraging videos.

Connect: Bringing community together

We're here to help people connect to our shared vision through campaigns, case studies, prayer and stories of individuals and church communities transformed by Christ. In 2024, we also introduced a customer service adviser role so that it is even easier for parishes to connect with our dedicated parish support team for expert advice and support.



Communications Impact

Here's a snapshot of our year.

- eNews: We sent out 24 newsletters with a distribution reach of 3,895 per send.
- Good News Stories: We shared numerous good news stories on our website, with 23 appearing in the EDP and 12 in the Church Times.
- Our website welcomed 545,757 visitors!
- Our Facebook content generated 221,269 views and reached 81,902 people (that's up 18% on the previous year!). We saw 20,720 interactions, a 30.7% increase.
- On Instagram, we achieved a reach of 9,440 with 576 interactions.
- Our YouTube channel garnered 15,670 views.

Print & Campaigns: More ways to share

We provided essential publications, design, and campaign support, including the Prayer Diary, which is published four times a year on behalf of Bishop's staff. Other campaigns we supported were the Lent Appeal, the Shared Vocations Space, the Bishop's Certificate of Christian Learning and the Norfolk Show.

Parish Media Advice

We offer support and advice on how to deal with the media, actively seeking ways to bring good news stories to a wider audience and encouraging parishes to do so when appropriate. We're also here to offer crucial advice on crisis communications. In 2024, our crisis communications support included coverage of the Makin report and subsequent statements and meetings regarding the resignation of the Archbishop of Canterbury. We also offered local crisis communications support, including media advice during difficulties, to 8 parishes and provided ongoing support to others.

Intentional Good News Content 2024

Here are a few examples of the good news stories we've loved sharing in 2024:

- Volunteer Week, with a special focus on our amazing Churchwardens.
- St Peter Mancroft becoming the first Net Zero demonstrator church
- The Norfolk Show 2024 'I am Loved' a fantastic mission event.
- The Shared Vocations Space campaign: "Is God calling you to ministry?"
- How lottery funding helped move a church off the 'at risk' list.
- The launch of our Racial Justice Toolkit for parishes and the formation of the Racial Justice Action Group.
- The first-ever Black History Month service at Norwich Cathedral.
- The introduction, welcome, and commissioning of the Revd Richard Lamey, our new Director of Mission and Ministry.
- Coverage of the Bishops visits to Foodbanks highlighting food poverty.

Looking ahead

We're always thinking about how we can support you even better. Our Customer Service Adviser will start direct call outs to parishes in 2025 asking the question 'how can we help you?' We hope this will also build up good relationships with parishes across the Diocese.

Our team

- Elizabeth Humphries, Communications Manager
- David Styles, Senior Communications Officer (part-time)
- Dani Rice, Customer Service Adviser

Safeguarding

A Safer Church for all – “I can truly say that this is the first time I have come away with a genuine sense of the importance of safeguarding for the individuals who may be at risk, rather than the impact on the ‘organisation’ if a risk is not identified. I think this is because of the nature of this training, which asked us to think and reflect.”

The Diocese of Norwich remains committed to safeguarding as a vital part of our ministry and mission. Our aim is always to promote a safer culture and ensure the well-being of every child, young person, and adult within our community. In 2024, our dedicated Diocesan Safeguarding Team continued to champion this by providing invaluable support, advice, and essential safeguarding training.

We continue to work closely with the Church of England National Safeguarding Standards and Quality Assurance Framework. It helps us measure our progress and pinpoint areas where we can grow even stronger.

“I am grateful for the current style of Safeguarding training. It feels more effective and engaging than sessions I have attended in the past with the Church and the local LEA. It has certainly made me think in a way that previous programs have not.”

Working Together: Bell Ringers and Parishes

We’ve been working positively with the Norwich Diocesan Association of Ringers. It’s been great to see a noticeable increase in safeguarding awareness within the bell-ringing community right across the Diocese.

Parish Safeguarding Officers: Our support across the Diocese

We’re fortunate to have extremely dedicated Parish/Benefice Safeguarding Officers (PSOs) serving our parishes. They provide that crucial link between the Diocese and local churches on all safeguarding matters. Our quarterly PSO Networking meetings, held on Saturday mornings, are becoming increasingly popular. They offer a wonderfully valuable opportunity for PSOs to come together, share best practices, and ask any questions they might have directly to the Diocesan Safeguarding Team.

We’re also continuing to encourage the use of the Parish Safeguarding Dashboard, and we’ve seen a real rise in the number of parishes using this helpful tool to support their safeguarding efforts (from 250 in April 2024 to 327 in April 2025).

Safeguarding Training: Building Confidence and Connections

Through facilitating the National Safeguarding Team’s learning pathways, we’re constantly building effective working relationships. The training sessions we deliver allow us to meet a great number of people face-to-face. This, in turn, helps people feel more comfortable reaching out for advice and support when a safeguarding situation arises, as they’ve already had that initial connection with us during training. We consistently receive positive feedback from these sessions, which truly shows the impact the learning is having, both on individuals and on the parishes they belong to.

We’re grateful for everyone’s commitment to safeguarding.

Our team

- Sue Brice, Diocesan Safeguarding Adviser
- Peter Sayer, Diocesan Safeguarding Adviser
- Helen Norris, Diocesan Safeguarding Trainer (part-time)
- Brenna Wells, Safeguarding Administrator (part-time)

HR: Supporting our leaders

We’ve been busy providing support and advice to a wide variety of clergy and lay people across the diocese, from our senior team to individual incumbents, wardens, and church administrators. The advice we’ve offered is diverse, ranging from handy document templates to guidance on tricky parish situations, referrals to occupational health, and all sorts of helpful information.

In 2024 we reviewed our Statement of Particulars (SOP) process. We wanted to make it easier for everyone to access the Guidance for Clergy document. By putting this guide online and introducing e-signing for SOPs, we’ve achieved the following:

- Reduced administration time
- Lower paper, printing, and postage costs
- No more worrying about items getting lost in the post
- SOPs can now be received, signed, and distributed much more quickly.

We also completed a comprehensive review and drafting of our clergy family-friendly policies. These are now readily available online on the Diocese website, offering clear information and guidance for both our current and prospective clergy.

Staff Development and Training: Growing Together

Supporting our dedicated staff team is incredibly important. We want to help them develop their skills and undertake essential training so they can truly flourish in their roles, stay safe, and look after each other’s wellbeing. We made essential training easily accessible through e-Learning, meaning people could access it at a time and place that suited them best.

Earlier in the year, we held a Workplace Leaders Wellbeing Workshop to help our managers build skills and confidence when discussing health, wellbeing, and stress within their teams.

November saw our first Leadership Development Day in over five years, bringing all managers and supervisors together. It was a fantastic opportunity for everyone to connect outside the office, build stronger relationships, and gain a better understanding of who we are and what we each need to work together effectively. Everyone also took part in a half-day training session to better understand each other’s roles and how we can provide excellent support to the wider Diocese and collaborate more smoothly.

Improving Efficiency: Smarter Ways of Working

We’re always on the lookout for ways to save time and boost efficiency. One big step we’ve taken is going paperless. We no longer hold physical employee files; everything is now securely held electronically, with actions taken and documents stored in our HR software. This makes it easier for people to access and update their records when needed. Even our recruitment process is almost entirely digital.

Looking ahead

As we move into 2025, we’ll be focusing on how our values of ‘kindness, commitment and collaboration’ translate into our everyday behaviours, aiming to demonstrate them in everything we do.

Our team

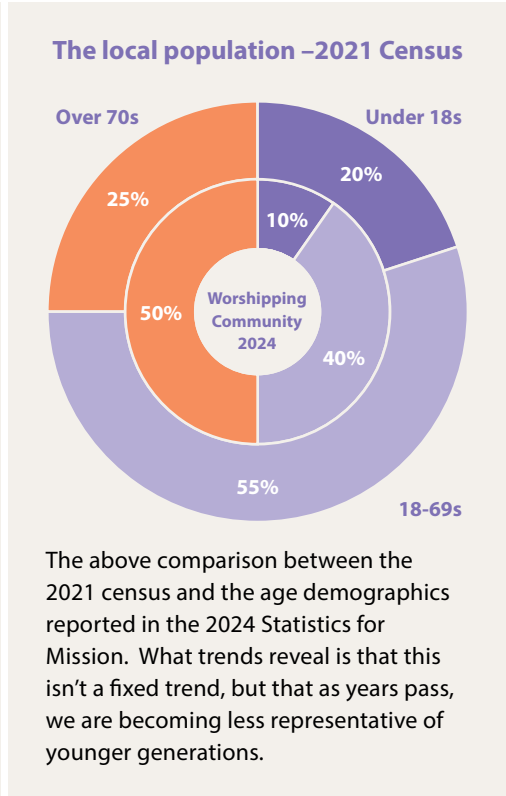
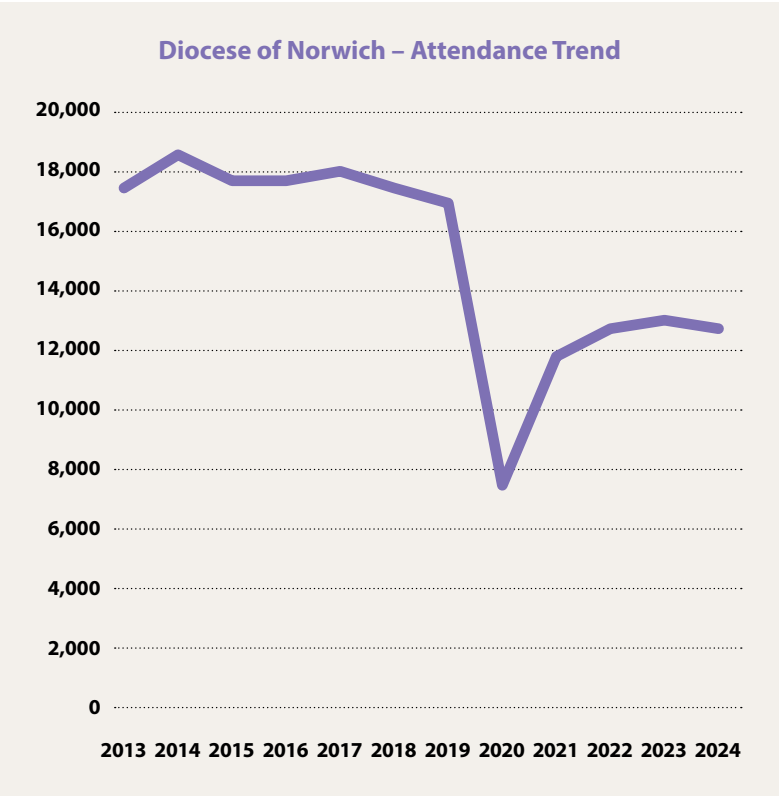
- Claire Stone, HR Manager (part time)
- Gemma Waldie, HR Officer (part time)

Diving Deeper with Data

Since October 2023, National funding has enabled us to have our own Data Analyst. This has opened the door to more visual reporting to our Diocesan synod, trustees and senior staff, and to look closer at the statistics as a Diocese.

What we’ve been able to do with this analysis is to benchmark our data with the data of other diocese and the national church as a whole to see how the Diocese of Norwich compares. We also review different kinds of attendance statistics such as attendance per stipendiary minister, average weekly church attendance, and the reported worshipping community to make comparisons between the local people engaging with their church and the wider population. This allows the Diocese to learn from those parishes appearing to be the most fruitful, but also to understand areas where a change in the level of support may be required. The analysis will inform the Diocesan strategy to deliver our purpose to be Prayerful, Pastoral and Prophetic.

This work revealed some key factors that we shared with Diocesan Synod in March 2025, along with the strategic local consultation exercises in June. Examining the data has highlighted the diverse range of stories and the uniqueness of each church congregation. While attendance is only one element of church life it is by measuring the number of local people belonging to our parish communities, that we can better understand who is missing. By knowing who is missing, we can explore why they are missing, so that we can include them in our strategies and together be Transformed by Christ.



Finance and IT

During 2024 we continued to support our PCCs with the financial pressures they have experienced, especially the impact of the increases in the cost-of living, which has impacted the ability of individuals to give to their church.

We paid further grants to our PCC's of £129k from funds allocated by Archbishops' Council. We continued to run Treasurers workshops covering several topics, including Gift Aid and Gift Aid Small Donation schemes, Annual Accounts, Charity Commission registration, banking issues, Parish Returns, Data and Dashboards and the Parish Accounts Workbook (PAW), which is an Excel workbook to produce PCC accounts and the Return of Parish Finance that can be downloaded from the Diocesan website. The workshops have been well attended and have continued in 2025. They are an excellent forum to share good practice and ideas with each other. The team also engaged with Parishes at the Pop Up events which were well attended. Moreover, we communicated to Treasurers changes to the Charity Commission rules whereby all PCC's should be registered with the Commission by March 2031 encouraging a number to register early.

The cloud-based finance system Xledger is well established, and we continue to develop its functionality to deliver efficiencies.

With respect to IT, we have successfully achieved the Cyber Essential standard for security and realised additional savings in telephony and outsourced support costs. We followed up the original workshops to close any colleagues' knowledge gaps to utilise the full potential of the new phone system and co-working software. We have continued to concentrate efforts on improving our internal systems for GDPR, including training for the Parish Support Team and Bishop's Staff. We have also provided a series of templates for PCC's which are available for download on the Diocesan website.

We have worked with our new investment advisors, and closely monitored the restructured portfolios, to achieve better long-term investment returns to help relieve the pressure on Parish Share. The gross investment returns to December 2024 exceeded our target of 3.5% above inflation. The Unapplied Total Return (UTR) policy is being implemented with £0.7m of additional investment return transferred to a liquidity fund in 2024 and already a further £0.8m in 2025. This UTR will be deployed as needed to reduce the Charity's support for stipendiary costs, as well as expenditure on Church Buildings, Net Zero Carbon and Diocesan Mission and Ministry.

The team has supported three trading subsidiaries. Profits made by all three companies are 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, Norfolk and Waveney Churches Together, the Deceased Clergy Dependents Fund, and Together Norfolk.

Our team

- Don McCallum, Director of Finance
- Michael Hibbin, Management Accountant
- Ben Tooke, Senior Finance officer
- Nathan Wellings, Finance Officer
- Fiona Jeffs, Accounts Assistant
- Tinson Seto, IT Coordinator

Summarised Accounts 2024

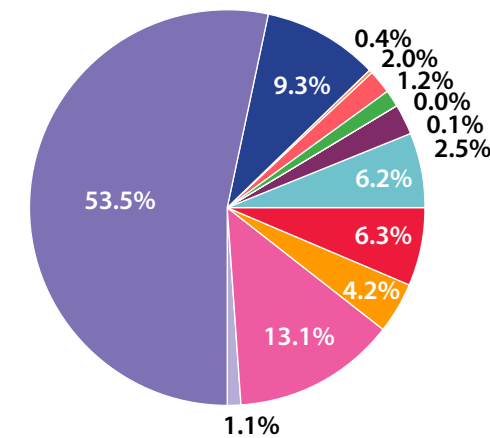
Summary Statement of Financial Activities (Board) for the year ended 31 December 2024

	Board 2024 £'000	Board 2024 %	Board 2023 £'000	Board 2023 %
Income				
Parish contributions	6,698	53.5	6,644	56.8
Archbishops' Council - Low income Communities and transitional Funding	1,169	9.3	1,226	10.5
Archbishops' Council - Strategic Capacity Funding	46	0.4	96	0.8
Archbishops' Council - Strategic Ministry Funding	245	2.0	230	2.0
Archbishops' Council - SMMI Funding	156	1.2	11	0.1
Grant towards PCR2 costs	0	0.0	6	0.1
Resourcing Ministerial Education	17	0.1	82	0.7
Strategic Development Funding	314	2.5	116	1.0
Other voluntary income (inc. restricted funds)	770	6.2	361	3.1
Rental income from parsonages	791	6.3	616	5.2
Statutory fees, chaplaincy and other income	530	4.2	591	5.1
Investment Income (including Glebe rent)	1,644	13.1	1,484	12.7
Other income	135	1.1	224	2.0
	12,514	100.0	11,687	100.0
Expenditure				
Stipends and other clergy costs (inc. housing)	8,114	67.4	7,949	67.4
Support for Ministry and Mission (inc.governance)	3,012	22.3	2,631	22.3
General Synod - selection & training of Ordinands	726	5.3	630	5.3
Education, families, youth and children	434	3.8	446	3.8
Investment management costs	195	1.2	144	1.2
	12,480	100.0	11,800	100.0
Net operating (deficit)/surplus	34		(113)	
Profits on disposal of property	373		765	
Net income*	407		652	
Gains on investment assets (2022: inc.revaluation of Glebe land)	795		1,056	
Actuarial (loss)/gain on defined benefit pension scheme	378		(296)	
Adjustment of Value Linked Loans	(2)		22	
Net increase in Funds	1,578		1,434	
*Net income (shown above)	407		652	
FRS102 Pension disclosure - Clergy Scheme	0		0	
FRS102 Pension disclosure - Company Scheme	22		(102)	
Donated property	(215)		0	
DBF contribution to CPR project	0		128	
Designation of Sustainability Funds	82		0	
Realised gains on sale of properties	(373)		(765)	
Operating deficit (operational)	(77)		(87)	

Summary Statement of Financial Activities (Board) for the year ended 31 December 2024

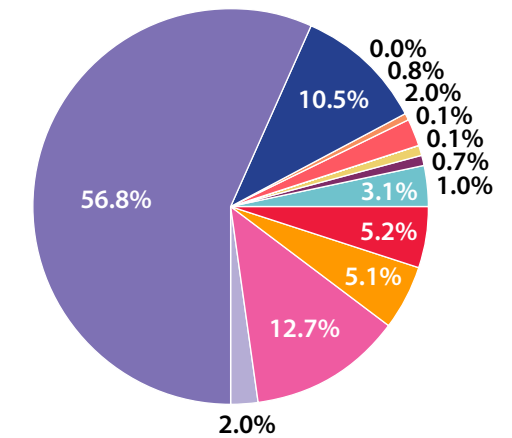
Income

2024



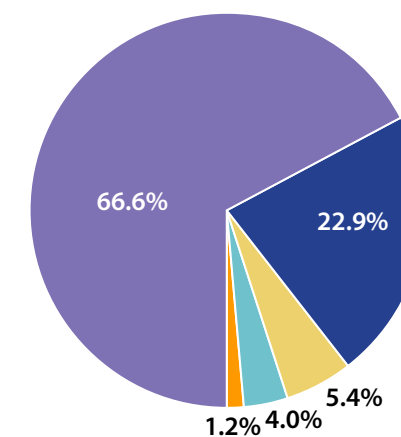
- Parish contributions
- Archbishops' Council – Low income Communities and transitional Funding
- Archbishops' Council – Strategic Capacity Funding
- Archbishops' Council – Strategic Ministry Funding
- Archbishops' Council – SMMI Funding
- Grant towards PCR2 costs
- Resourcing Ministerial Education
- Strategic Development Funding
- Other voluntary income (inc. restricted funds)
- Rental income from parsonages
- Statutory fees, chaplaincy and other income
- Investment Income (including Glebe rent)
- Other income

2023



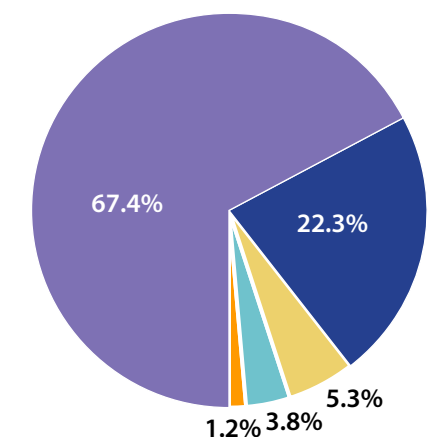
Expenditure

2024



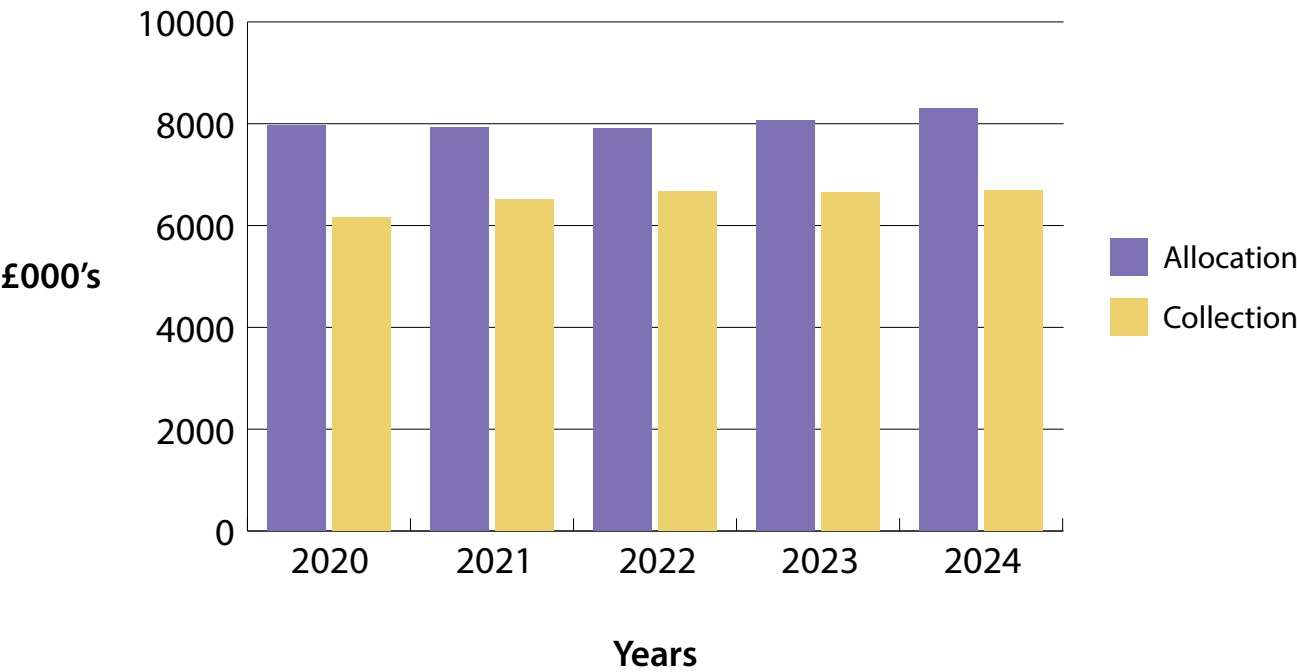
- Stipends and other clergy costs (including housing)
- Support for Ministry (including governance)
- General Synod - selection & training of Ordinands
- Education, families, youth and children
- Investment management costs

2023

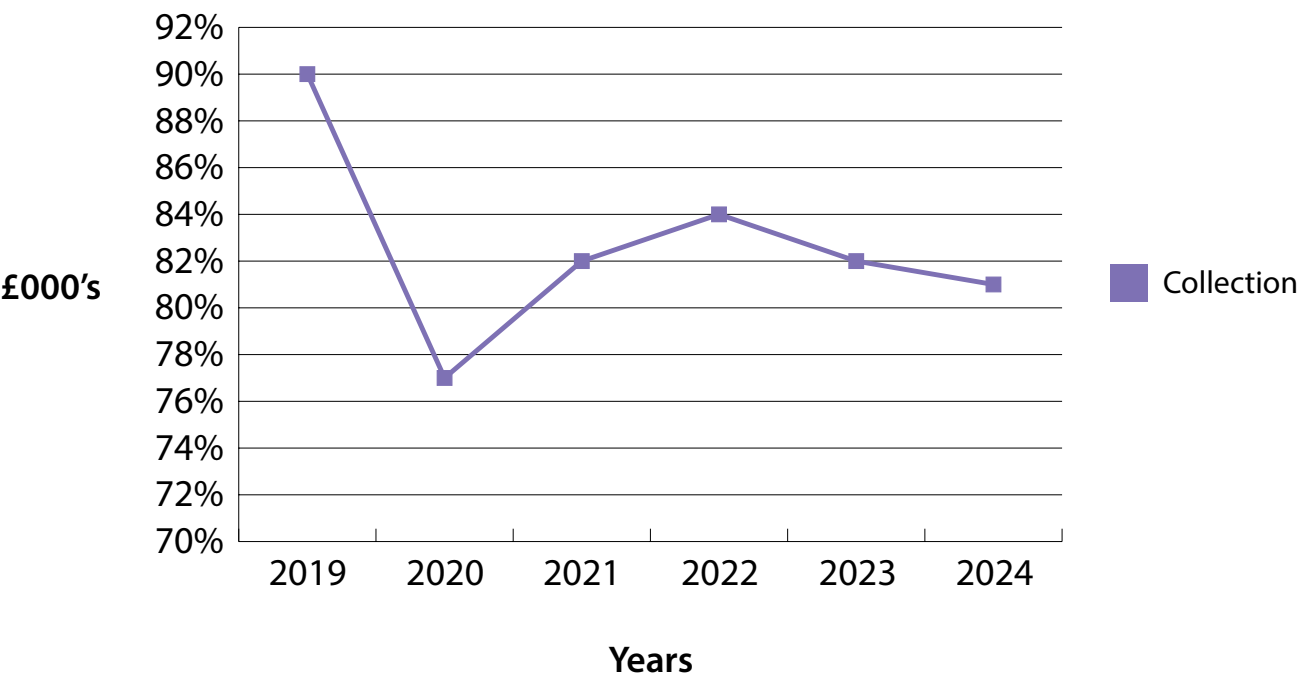


Parish Contributions
for the year ended 31 December 2024

Parish Contribution collection



Parish Contribution collection rate



Summary Balance Sheet (Board)
as at 31 December 2024

	2024	2023
	£'000	£'000
Fixed Assets		
Tangible Fixed Assets	88,967	89,082
Investments (2022: inc.revaluation of Glebe land)	65,690	64,927
	154,657	154,009
Current Assets		
Debtors	3,512	2,712
Pension scheme asset (staff scheme)		
Balances with Church Commissioners	15	14
Central Board of Finance Deposit Fund	538	506
Cash at Bank	4,803	5,083
	8,868	8,315
Creditors		
Falling due within one year	(1,762)	(1,785)
Net Current Assets	7,106	6,530
Total assets less current liabilities	161,763	160,539
Creditors falling due after one year	(396)	(394)
Net Assets excluding pension scheme asset	161,367	160,145
Defined benefit pension scheme asset	1,797	1,441
Net assets/Fund balances	163,164	161,586

The Annual Accounts, from which this summary has been extracted, were approved by the Trustees of the Norwich Diocesan Board of Finance Limited on 17 June 2025, have been audited and will be submitted to the Charity Commission 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

17 June 2025

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





Diocesan House, 109 Dereham Road, Easton, Norwich NR9 5ES

Tel: 01603 880853 **Email:** hello@dioceseofnorwich.org

www.dioceseofnorwich.org 