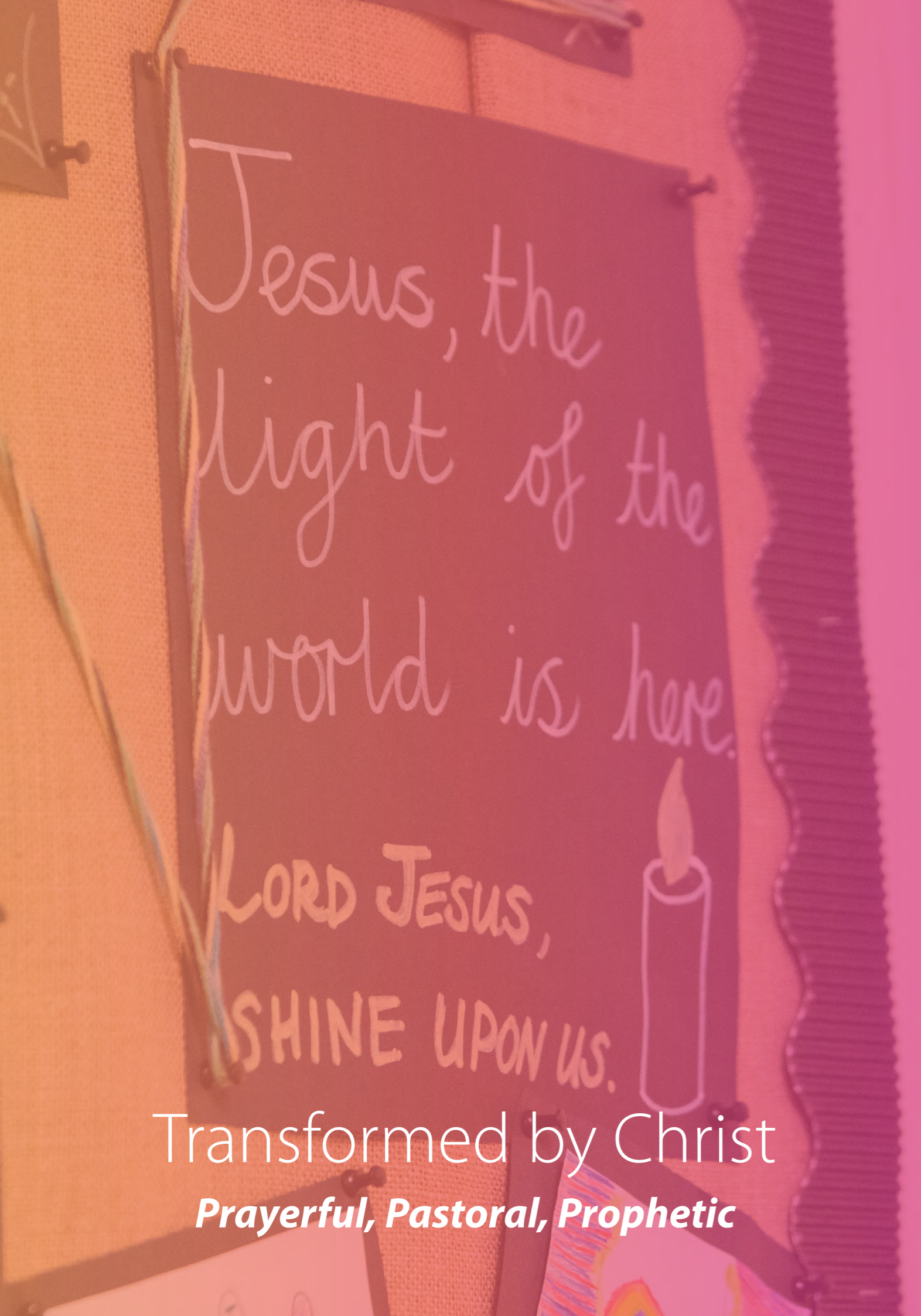


Annual Review and Summarised Accounts 2023

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



“Truly I tell you, just as you did it to one of the least of these brothers and sisters of mine, you did it to me.” Matthew 25.40

At the monthly meeting of the Bishop’s Staff Team, composed of the bishops, archdeacons and senior members of the Parish Support Team, we ask each other two questions. The first is “how are you?” Going round the table, we share how things are for ourselves and our families and notice where the joys are and what challenges we’ve faced. This sets our meeting in a pastoral tone. As shepherds of the flock, our care extends also to each other.

In 2023 we then asked the question, “where have we seen Christ at work pastorally?” The theme has changed with each year as we have focussed on different aspects of the diocesan vision to be transformed by Christ through being prayerful, pastoral, prophetic. The ensuing conversation is always enlightening as colleagues share stories from across our diocese’s life. Often these are little glimpses into a thousand acts of daily kindness.

Our parishes, schools and other communities are marked by their care. From loving God comes our calling to love our neighbours as ourselves. By far our largest expenditure is on parish clergy who serve their communities often in extraordinary and sacrificial ways. “The cure of souls is both yours and mine”, I say when I license a new incumbent, and our common calling is to be available for the lost, the least and the lonely.

Eugene H. Peterson, the American theologian, pastor and poet, shared some wisdom when he said, “My job is not to solve people’s problems or make them happy, but to help them see the grace operating in their lives”. Every hand that is held, every story listened to; every shy person noticed and encouraged; every awkward character put up with; every dispute calmed; every

poorly formed prayer uttered that touched someone’s heart; every time no words would come to us and only silence held the space, are the times when the Church was there with a pastoral heart, and Christ’s grace was too. That is also true for our licensed lay ministers, authorised worship leaders, youth leaders, and many others living out the ministry entrusted to them.

Susanna Gunner’s wonderful hymn about being pastoral (to the tune Londonderry Air) sums all of this up:

Transform us too! O living Lord, inspire us to turn our hearts towards a wounded world, and with your Spirit’s blazing passion fire us to bind the broken, feed, protect, enfold. Teach us to find the pattern of our calling in you, O Christ, our Shepherd and our Friend: until like you, we lose ourselves in serving, like you inclusive, tender, loving to the end.

This annual report captures much of what we offer as a diocese to the people of Norfolk and Waveney. I remain very grateful for all that is given to our life together in so many ways. Our Parish Support Team has many 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 to each of you.

+ Graham Norrie:

Foreword



The core purpose of our charity is to support the mission and ministry of local churches, schools and chaplaincies. We are pleased to present an Annual Report that is full of examples of where that purpose has been delivered to create real and significant change.

A fantastic example of this is the work of the Church Buildings Commission, which was commissioned as part of our Diocesan Vision programme. Its report was quickly recognised as an extremely valuable resource. Following endorsement by the Bishop’s Council of Trustees, work focused on exploring the expansion of the Diocesan Churches Trust and a new Culture and Heritage Partnership. Alongside this, we were successful with external funding applications to bolster our support in this area, with a new Church Buildings Support Officer and ‘Minor Works and Improvements’ funds to offer grants to local churches.

We also had funding successes for a new Diocesan Environment Officer and a Net Zero Carbon Officer to help improve the environmental performance of parsonages, churches and schools, in line with the fifth Mark of Mission. Wider mission, and ministry, were aided with a sizeable investment by the national church in staffing to support development of plans to deliver our Vision, which will see engagement with churches on how we can help support their plans for mission locally.

Making this support more accessible was a key focus this year. Our website was refreshed to make online contact easier and new resources for parishes were released, such as in GDPR, to provide easy to use templates for local application.

The cost of living crisis is still a reality for many, so we are grateful to those who have given faithfully to support the church at a local and diocesan level.

We have been working behind the scenes on improving systems, such as in finance, HR and safeguarding to deliver a more efficient service that will ensure we are making best use of all the funds contributed to our running costs. In addition to this, we have continued to pursue other ways of raising funds, aiming to secure higher returns through implementing a change in investment managers and launching a new growth-focused business plan for our subsidiary company, Spire Property Consultants Limited.

Lastly, an Unapplied Total Return approach, which enables charities to release asset growth for revenue purposes, has been agreed to enable greater investment in our Vision programme over the coming years. We look forward to future reports detailing the impact of these extra funds for mission work locally.

We hope you enjoy reading this report. We believe that it is a great representation of activity undertaken to support the wonderful work undertaken in local parishes; we hope you’ll agree.

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 second full year of operating the governance structure following the Governance Review undertaken in 2021. A total of 77 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 Norwich Diocesan Board of Finance (NDBF).

The Bishop's Council of Trustees (and Standing Committee of the Diocesan Synod) met six times in 2023. In January, Members discussed the Vision Enabling Strategy which had been updated since the Bishop's Council of Trustees (BCT) last considered this in July 2022. The Strategy is a guide for the whole DBF staff team (the Parish Support Team) on how we live out the Vision and gives every team a better sense of what we are engaged in, encouraging a joined-up approach to the work that we undertake to support the parishes we serve. It was agreed that progress reports would be developed on a quarterly basis including regular updates to Diocesan Synod.

The Nominations Committee reported further work on how a search or governance recruitment function might be delegated across all Boards and Committees. The working group of Trustees which was established to assess progress and make proposals on further improvements in governance practice continues to meet. It was agreed the Nominations Committee would provide an annual report to the Bishop's Council of Trustees.

In May 2023 BCT considered a high-level strategy for the finances of NDBF, which had previously been recommended by the Finance Committee when it met in April 2023. Members noted that a significant amount of change was anticipated for the charity in both income and expenditure and agreed it was vital to understand the trends and risks in each area before embarking on major investments.

In September BCT welcomed the appointment of the Right Reverend Ian Bishop as the new Suffragan Bishop of Thetford.

Diocesan Synod met three times in 2023, once online and twice in person. In March, members received an update from the Cost-of-Living working group and a presentation on Living in Love and Faith. The June 2023 meeting of Diocesan Synod incorporated the Norwich Diocesan Board of Finance Ltd. AGM, after which the Norwich Diocesan Board of Finance Limited 2022 Report and Accounts were received and approved.

At the meeting of Diocesan Synod in November, the Bishop of Norwich shared his experience of the very affecting scenes he had witnessed in the last six weeks during his trip to Gaza and subsequent return to the UK, reflecting on the theme of division. The Bishop reflected that the walls of our divisions do not reach as high as heaven.

The governance cycle for 2023 was brought to a close when the NDBF Finance Committee met in December to discuss a number of actions which would continue to build on the strategy and policies agreed across the year.

Joanna Church
Governance and Executive Support Officer

Diocesan Mission & Pastoral Committee

The Diocesan Mission and Pastoral Committee considered the following matters during 2023 when acting as DMPC at the meetings of The Bishop's Council of Trustees.

The suspension of the right of presentation was lifted in eight areas of the diocese:

- The benefice of Gayton, Grimston, Massingham and District Team Ministry, the benefice of Nar Valley, the benefice of the Trunch Group, the benefice of the Wayland Group, and the benefice of the Weybourne Group of Parishes, which totals 36 parishes, in the Archdeaconry of Lynn.
- The benefice of North Walsham, Edingthorpe, Worstead and Westwick and the benefice of The United Benefice of King's Beck, which totals 12 parishes, in the Archdeaconry of Norfolk.
- The benefice of Timberhill (Norwich), one parish, in the Archdeaconry of Norwich.

Suspension of the right of presentation has been renewed in four benefices and instigated in four more where re-organisation might be considered in the near future, which involves 25 parishes.

Proposals approved for progression:

- An additional Clergy post for an Interim Associate Vicar for the benefice of Cromer.
- A new Clergy post for a Priest in Charge (House for Duty) for the benefices of Hilborough, Oxborough and Mundford.
- A scheme for a Team Ministry for Flegg (Coastal), Flegg (Ormesby), Flegg (Martham) and The South Trinity Broads, which also includes the creation of the benefice of Hemsby and Lound.
- A scheme for the Union of Benefices for Briston and Briningham.
- A consultation for the future of the Deanery of Humbleyard.
- The formalisation of The Garden Church Missional Community.

The DMPC continues to work with the Church Commissioners on the following schemes:

- The vesting of St. Mary's Church, Houghton on the Hill with The Church Conservation Trust.
- The disposal of the Ruins of St. Andrew's Church at Bircham Tofts.

Over the past 12 months an increased level of reporting and a more strategic approach to the pastoral workload has been developed, in order to prepare for the changes to the Mission and Pastoral Measure that are to be presented to General Synod in 2025.

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

The Authorised Pastoral Assistants scheme was launched in September 2023 following a pilot of the training course in Lothingland deanery. Courses are being planned in various parts of the diocese, and applications for authorisation are beginning to be received. There are currently 170 Authorised Worship Assistants in the diocese. There has been particular interest in the scheme where pastoral reorganisation has led to bigger groups of churches, and lay ministry is proving valuable in helping to provide services across the group. Many of the training courses and meetings continue online as these are the best attended, but some have also been run within parishes where requested, or where the course content works best in a face-to-face setting.

AWA Coordinator, Sue Hemsley Halls

Bishop's Adviser for Licensed Lay Ministers

The Bishop's Day for LLMs in March 2023 was led by Rev. Dr. Mark Oakley on the subject of pastoral care and Warden's Day June 2023 by Rev. Dr. Earl Collins on spirituality. Analysis of LLM returns found that Sunday services are most likely to be led solely by an LLM in rural areas. This is thought to be because rural areas tend to have more congregations per incumbent and city churches are more likely to be Eucharistic. As of July 2023 there were 92 LLMs and 64 LLMs with Permission to Officiate. Five people were licensed at the September LLM day. Canon Linda Church was Warden of LLMs during 2023, before being appointed to an Associate Minister post in the Diocese of Oxford. We are very grateful to Linda for the pastoral care, energy and commitment, she brought to the role in supporting the ministry of LLMs.

Alan Cossey

Diocesan Director of Ordinands and Initial Ministerial Education 2 (DDO & IME2)

In January 2023 we completed the initial Shared Vocation Space programme with 32 enquirers. This led to increased numbers of LLM & Ordained Ministry applications. By September 2023 there were 15 OM candidates of whom 9 were entered for Stage 1 selection. 4 OM candidates completed Stage 2 selection by July 2023 and started theological training in September 23. The second SVS programme launched in September 2023 with 35 enquirers. IME2 continued to develop its curriculum with Asset-Based Community Development projects completed by Yr 3, a Digital Church training day led by the CoE Digital Labs team and a Theological Study Day on John's Gospel. Year 1 curates 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

Numbers entering training have risen and look set to rise further. Students feedback that they find the training course stretching but very rewarding and a good preparation for ministry. There is good take up for further training in funeral ministry. The partnership with ERMC continues to be beneficial with LLMs and ordinands benefitting from studying together. We are launching a new pathway in Children's and Youth ministry and have students most years on the lay pioneer pathway.

Revd Charles Read



Anna Chaplaincy

Anna Chaplaincy is accredited ministry with and to older people, in church, homes and care homes. In 2023 Revd Nigel Tuffnell took over from Revd Canon Madeline Light as the diocesan Anna Chaplaincy coordinator. Anna Chaplaincy continues to grow and flourish with chaplains from across the diocese meeting up to four times a year to share ideas, encouragement, training and support. Furthermore, there are now growing links with Anna Chaplaincy in Ely Diocese, with hopes of developing an East of England Network.

Ministry in numbers

The Diocese of Norwich has 220 Licensed Clergy and 99 Licensed Lay Ministers. There are 166 Authorised Worship Assistants. In 2023, a new vocational pathway was added, that of Authorised Pastoral Assistant (APA). There are three APAs at the time of writing.

There is a growing network of Anna Chaplains, with 12 in post. The Ministry team includes Mrs Marleen Mandida, Administrator to the Ministry Team and Mrs Margaret Mallett, Administrator to the DDO and IME2.

Archdeacon of Norwich and CMD Officer

Highlights from 2023 have included training and development around the following:

- Active Bystander training – growing confidence in calling out bad behaviour.
- Working with Complex Change workshop
- Working creatively with church culture workshop
- Unconscious Bias training – for licensed Clergy, LLMs and AWAs.
- Pre-retirement Practicalities workshop for clergy
- Transforming Conversations – Introduction to a coaching approach for clergy.
- Incumbency Skills and New Posts conferences for new incumbents and those new in post.
- Preaching with St Mark's Gospel – for licensed Clergy and LLMs
- Making the most of APCMs, Annual Meetings and PCC meetings
- Supporting eight clergy taking Sabbatical leave.
- Ministerial Development Review (MDR) – continuing to support new MDR scheme for clergy and training for reviewers

The Venerable Keith James

Vision Programme

The Vision Programme Board continued to oversee progress to plan the projects initiated in 2022. We are committed to living out the Diocesan Vision to be Prayerful, Pastoral, Prophetic achieved through the framework of our nine priorities, and during 2023 we embarked on a number of connected projects to achieve our aims.

Mission and Ministry

We completed the Church Planting and Revitalisation Programme of local parish projects and new worshipping communities and initiated a plan to further support some of them to continue to be fruitful for another year.

These areas of investment generally observed an upward trend in missional impact in their local context. This included fringe engagement, depth and breadth of discipleship, and giving. A great benefit from this programme was the subsequent learning on a local and diocesan level. This was captured, collated and fed into the Vision Programme Board to support strategic planning for the future. At the highest level, this programme has provided the diocesan mission with a greater focus and intensity. Local impact of the Church Planting and Revitalisation Programme can be found here: www.DofN.org/CPR

We developed a plan for a project to sustain and develop the range of ministries to young people across the diocese. These include School Chaplaincy and Sports Ministry, and investment in participation in national programmes to help young people flourish in all settings in the next 12 months.

We submitted a successful application to the National Church to establish a Mission Team to collaborate with clergy, laity, diocesan staff and strategic partners in designing and delivering a number of proposed change projects over the next 3-5 years. We recruited to the roles of Mission Development Officer, Mission Support Officer and a Data Analyst with more recruitment planned for 2024 for a Director of Mission and Ministry and a Mission Engagement Officer.



Future Planning

Recognising that the diocese needs to create and maintain the right conditions for fruitfulness, we worked on projects that would help us prepare the ground for what God might be calling us to. With this in mind we:

- Produced a Shared Vocation Space short course to help people explore how they might serve where God is calling them. This has been run twice and we are monitoring the impact on our recruitment pipeline to clergy and lay ministries over time.
- Undertook reviews of clergy wellbeing, administrative burdens in parishes, and ministry deployment principles, the results of which will be used to inform our next steps.
- Recruited a Data Analyst to help us better use data to inform our reviews and plans for developing Ministry and Mission in the longer term.
- Received and started to enact the recommendations from the Church Buildings Commission which will help inform our priorities for years to come.

The Environment

We set up a Net Zero Carbon Working Group to develop and deliver a diocesan action plan to support delivery of the Church of England Routemap to Net Zero 2030. Our aim is to encourage an increased use of the Energy Footprint Tool and use similar tools in other settings, such as parsonages and schools, so that we can identify where we can best invest to reduce our carbon footprint.

Julie Smith
Strategic Programme Manager

Generous Giving

As a team we get immense job satisfaction knowing that we are supporting parishes to embed generosity and to provide them with the resources to increase their financial stability.

The Diocese of Norwich participated in the National Church's digital rollout in 2023. We were fortunate enough to be awarded 70 machines. The process started with parishes registering an expression of interest. We were heavily oversubscribed but eventually the 70 parishes were selected. There were an awful lot of hoops for each parish to jump through in order to get them prepared to receive their contactless machine. The team supported them every step of the way.

In April the team organised a well attended service of Thanksgiving at the Cathedral to celebrate God's generosity and abundance. We were extremely fortunate to have Bishop Graham preach and the worship was followed by tea and cake.

July saw the team run the contactless giving machine handover sessions at three locations across the diocese: Wymondham, Fakenham and North Walsham. Heartfelt thanks go to those parishes that hosted us and made us so very welcome. At these sessions we trained the parish representative, over a cup of tea and a slice of cake, how to operate the contactless machine. We have continued to give support to the parishes to ensure they are getting the maximum impact from their machines. Although we accept the donations being received on the contactless machines may not all be new money we are confident for many that this is a new income stream which will help to improve the financial



sustainability of their parish. The machines have performed particularly well where there is a good footfall of visitors. As we move increasingly towards a cashless society, we are helping our parishes prepare for the future.

As part of the digital campaign we have also supported the parishes in setting up online giving.

One of the highlights this year has been setting up the amazing network of Generosity Enablers. We are working with this awesome group of people to support them in encouraging generosity in their parishes. The high point for us was when we got to spend a day with them when they attended our workshop. They, as a group, really enjoyed the opportunity to hear each other's stories about good practice in their own parish and many have gone on to use the resources we supplied them with. We are looking to grow this group in 2024.

And finally, don't let us forget the incredible resource called the Parish Giving Scheme. We have continued to see great uptake from the parishes and now that we have been members for over a year, we are receiving reports from parishes that it is helping to reduce their workload but just as importantly they are reporting a rise in income for their parish.

Robert Culyer
Generous Giving Team Lead

Church Care and Development



The work of the DAC and the Church Care Team increased, with the volume of faculty casework back to pre-Covid-19 lockdowns levels.

The volume of cases processed by the team increased as the year went on, with a total of 94 faculties approved by the Chancellor (53 in 2022) and 201 'List B' applications approved by the Archdeacons (171 in 2022). Only one recommendation made by the DAC was rejected by the Chancellor. The Chancellor issued three Additional Matters Orders, in respect of InfoPoint devices, car parking contracts and Commonwealth War Grave plaques. 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 artifacts. The DAC made the Diocese's first recommendations to approve the installation of solar panel and solar slates on listed churches.

The Bishop's Church Buildings Commission report was issued in July, and the Church Care and Development Team has adopted many of its recommendations.

There are currently eighteen churches directly administered by the team through the Diocesan Churches Trust: four churches (those on the Army Training Area at Stanford) were added to the Trust's portfolio in 2023.

Andrew Barnes
Diocesan Advisory Committee for the Care of Churches

Environment



To enable *all* to live life abundantly, creation care needs to be at the centre of our prayers and intercession. It needs to be at the centre of pastorally caring for all life – that includes wildlife: plants and animals – as well as those humans affected locally and globally by climate change, putting into place practical measures to help reduce our own carbon emissions. It needs to be at the centre of prophetically speaking out against the injustices caused by the mismanagement of our planet's resources.



The work of the Environment Working Group, the Net Zero Working Group and the reach of the Eco Diocese/Eco Church work embodies this ethos. The two groups work in partnership to give overview, shape and strategic decision making to ensure that we reach targets that enable the flourishing of all. The Eco Diocese and Eco Church programmes both drive and fit within our Net Zero Carbon Action plan, approved by Diocesan Synod in November 2023.

The Environment Working Group (EWG) holds responsibility to focus on driving forward Eco Diocese/Church, as well as encouraging the development of biodiversity on any land owned or managed by the Diocese or our churches and schools and developing a pastoral support package for benefices potentially affected by coastal erosion or inland flooding.

The externally funded five-year post of Diocesan Environment Officer was filled by myself in the Autumn of 2023 and we look forward to the other externally funded post of Environment & Sustainability Adviser starting in 2024. This latter post is to co-ordinate the ambitious net zero carbon programme.

We were awarded the Eco Diocese Bronze level in September 2023. We currently have 175 registered Eco Churches with 64 bronze and 19 silver awards.

The Eco Church programme encompasses creating care in all areas of our worshipping life together: buildings & land, worship & teaching, global and community engagement, and lifestyle.

Support is currently offered through quarterly Eco Forums, a digital Eco newsletter, a dedicated Facebook group and talks by the DEO and other members of the EWG in deaneries. A network of "champions" is planned for development during 2024 to support and develop the amazing work already undertaken in our parishes across the Diocese.

Plans are being put into place to encourage a better return rate of the Energy Footprint Tool to enable us to have a clearer baseline against which to measure our progress. A communications plan and short video of encouragement is being produced. Considerable work is being done in supporting churches to consider renewable energy tariffs, solutions and a full audit of the EPC ratings of clergy properties has been undertaken. Applications are being made to the central Church for Net Zero Carbon demonstrator projects in both church buildings and clergy housing. Much Net Zero work is already underway in many of our schools.

Barbara Bryant
Diocesan Environment Officer

Children, Youth & Families

During 2023 the Children, Youth & Families team has been using the national church 'Growing Faith' initiative, which seeks to support faith in children and young people by focusing on the three spheres of church, school, and home, and the intersects between these, to guide its work.



Supporting Faith in Schools

By promoting our resource centre through the Education Team, we had an increased number of schools accessing the centre, particularly using Godly Play resources. We were grateful to a range of volunteers who helped sort and re-equip our resource centres to make more sets available and offer training and networking opportunities for this valuable resource.

We were able to support the re-training of several Open the Book groups, as well as working with some new groups to get them off the ground. We are grateful for donations of costumes and artefacts which means we now hold a range of items that can be borrowed to support the telling of Bible stories in Schools.

Working with Integrate Youth for Christ we successfully bid for funds to support a 'Growing Faith Learning Hub'. This national initiative is supporting the ongoing development of a school chaplaincy team across schools in St Benets Multi-Academy Trust. Particular highlights for the year were bringing volunteers from over ten churches together for chaplaincy training and the tour by 4Front Theatre Company of their 'A Fisherman's Tale' production in ten of the trust's primary schools.

Supporting Churches

We were pleased to be able to connect with many churches through the year through a series of visits to Deanery Synod meetings. We were able to introduce the 'Here I Am' resource, developed by the team, to help church members have meaningful conversations and hear the voices of children and young people in their communities. We also encouraged attendees to audit what they are doing with children and young people, which is helping to build a picture of the number of exciting missional activities across the diocese, as well as identifying some key support needs which we can respond to in future.

We had the busiest year to date in our Resource Centre lending equipment to churches to run prayer spaces, holiday clubs, youth groups, toddler groups and much more besides.

Working alongside several local Youth for Christ centres we continued to develop the 'Encounter' youth worship events in King's Lynn, Norwich, and South Norfolk as well as our 'Establish' young leaders course and 'Soulshaper'. It was encouraging to see young people from several of our churches attending these events and growing in their faith.

Supporting Families

For the first time in several years, we were able to run a family day for clergy and those in ministry positions. We had a great day at the Horstead Centre, which was so successful that the centre has started offering their own family days.

For older teenagers from these families, we also ran 'Escapology' as a day for them to get away from church, have fun and chat about the pressures of life in a ministry family. It was great to hear them supporting one another and offering helpful, and not so helpful advice to those from families of some new curates!

It was encouraging to hear of the number of churches restarting toddler groups and other activities for families such as holiday clubs, and we were pleased to be able to facilitate a growing peer support network for those involved in the work.

Jonathan Richardson
Children, Youth and Families Development Officer



Diocesan Board of Education



The Diocesan Board of Education (DBE) continues to be focused on its role in supporting our church schools, playing a role in the wider schools' system, and working with parishes as they seek to engage missionally with schools. In the autumn term a new six-year strategy was developed and consulted on ready to launch in early 2024. It can be viewed at: www.DofN.org/SP2024-30

The specific activity for the DBE, its subcommittees, and officers is set out in its annual Implementation Plan. This links explicitly to the Diocesan Vision demonstrating how the work of the DBE and its schools supports the Diocesan mission. The DBE Chair and Director of Education play an active part in the Bishop's Council of Trustees and Bishop's Staff helping to ensure children and young people are at the centre of discussions and decision-making.

One of the most critical elements in securing the Christian ethos and distinctiveness of our schools is

through the denominational inspection process – the Statutory Inspection of Anglican and Methodist Schools (SIAMS). The success of our schools in their SIAMS inspections is one Key Performance Indicator that is reported on to the Bishop's Council of Trustees as part of the Parish Support Team's Vision Enabling Strategy. A key part of the DBE's work is to support schools in preparation for inspection and ensure they are living out their 'theologically rooted Christian vision'. In September 2023 the SIAMS framework was updated, and through the training previously delivered our schools are well placed to continue to excel in this area.

Highlights from 2023 include:

- SIAMS outcomes for all our schools consistently demonstrate that '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.' This is the new terminology used in the inspection process.
- Net Zero Carbon contribution – for our Voluntary Aided schools where the Diocese is responsible for capital building projects (funded by the Department of Education) we have invested in projects that reduce carbon emissions. Across two academic years (22-23 and 23-24) approximately £640,000 will be used on such projects. This is 32% of the total funding allocated by the DfE, well above the DBE's target of 15%.
- The Director of Education continues to lead a team to develop approaches to support churches and schools working more effectively together and enable faith development in children and young people. This has included supporting school chaplaincy and the awarding of Growing Faith Hub status for the chaplaincy work in our St Benet's academy trust.
- Listening to pupil voice in DBE subcommittee meetings is being enhanced through planning school visits from September 2023.
- Our Racial Justice network continues to meet and enable teachers and leaders to share good practice. A successful funding bid was made to the CofE Racial Justice Unit for £6,600 to pilot a 'Game Changers' programme in 10 schools working in partnership with Norwich City Football Club's Community Sports Foundation.
- Annual Diocesan Schools Day at the cathedral with over 200 children involved.
- Religious Education – high quality training and support for schools leading to positive comments in SIAMS and Ofsted reports. In the academic year 2022-23 a total of 1389 school staff received training (an increase of 176 on the previous year). Further development of work with the University of East

- Anglia to support trainee teachers. Training of school RE leaders to enable them to offer specialist support to other schools.
- Successful recruitment of 16 aspiring headteachers on to the National Professional Qualification for Headship (NPQH) as a delivery partner for the Church of England Foundation for Educational Leadership.
- Successful Headteacher conference in March (60 delegates) – 'Spiritual flourishing in church schools. They are planted in the house of the Lord; they flourish in the courts of our God Psalm 92:13'
- Supported seven schools joining our two academy trusts – four for DNEAT and three for St Benet's.
- Supporting and recruiting Foundation Governors (remains a challenge with around 30% vacancy rate)

Mark Allbrook
Chairman, Board of Education

Paul Dunning
Diocesan Director of Education



Property

Currently the Property Department is responsible for 251 residential properties throughout the diocese. No two houses are the same, which makes our lives very interesting.

To maintain our houses to a good standard, under the guidance of our Diocesan Surveyor, we issued 2,026 works orders in 2023 (around 8 per working day) for items of repair ranging from replacing a broken door lock to complete re-roofing of a house, with a total annual expenditure of over £1 million. In line with our plan to make our properties more energy efficient we have also retro fitted air source heat pumps, solar panels and new double /triple glazed windows and doors to three properties.

In addition, we were responsible for paying over £467,000 in council tax for our clergy occupied houses as well as over £85,000 in water rates.

During 2023 we sold a total of five properties for £2.923 million and purchased six properties for £3.339 million. We welcomed and housed two new incumbents to our diocese alongside housing seven newly appointed curates, we assisted nine clergy as they moved from the Diocese and dealt with 12 internal clergy moves.

Every move-in entails preparing the house for occupation, ensuring matters like utility suppliers are notified and handed over, and dealing with removal costs and payment of grants to the new ministry occupier.

During periods of property vacancies, we look to let our houses in the private market and during the year dealt with 27 new lettings and 14 end of tenancy processes for our properties.

The other principal area of work for the property department is the management of our 5,780 acres of glebe (agricultural) land producing around £839,000 of income in the year. With 352 tenants this estate needs the expert guidance provided by our part time Glebe Surveyor.

During the year, 3 parcels of glebe land were sold for over £388,000 including the sale of development land that will provide further income next year as well because of an agreed deferred payment plan.

Finally, the Property Department has given advice and assistance to 33 PCCs and church groups on such matters as boundary queries and rights of ways, new leases and lettings of church and parish halls, assisting with the sale of parish charity land that has become vacant to maximise the capital receipt. Working in conjunction with Spire Property Consultants Limited the maximising of value of PCC owned property to ensure proper asset management required by the Charities Act and then guidance in the sale of such property brought spectacular results, a good example being the sale of St Remigius Church Hall in Hethersett. We also assisted two parishes to object where the PCCs had received applications to register their property as Assets of Community Value against their wishes, leading to such comments as 'thanks once again for all your help' and 'we are all very pleased, THANK YOU for your help' from a parish incumbent and PCC member.

Alan Cole
Director of Property Services



Communications

As a team, we have developed a new Communications Strategy in 2023 to support mission and ministry across the Diocese of Norwich.

We offer support with digital communications, photography, graphic design, social media, press coverage, email marketing and crisis communications. Alongside this, we provide and maintain a Diocesan website, three social media platforms and a YouTube channel. Our role in the Vision Enabling Strategy in 2023 has been to collect and share 100 good news stories across the Diocese.

During this past year we have developed and improved our Customer Service on behalf of the Parish Support Team in response to feedback from parishes. By December we were able to get job descriptions ready and a plan to employ a Customer Service Adviser and Coordinator. This will enable us to make contact with parishes to offer help and support with what they are doing locally, and respond well to contact from them.



The Diocesan website is getting much better. When I search for things, I can now find them without having to resort to Google and the layout seems better too.



Here's a summary of the work of the Communications Team in 2023.

Website: We have improved the clarity and usability of the Diocese of Norwich website, maintaining over 300 pages of information and ensuring faster loading times.

Social Media: Sharing good news stories, events and training as well as daily local prayers and connecting with communities in a more informal way.

Email marketing: Writing and publishing e-news each fortnight. It's packed full of news, events, resources and encouraging stories.

Print: Compiling the Prayer Diary and campaigns for the Lent Appeal and Shared Vocations Space.

Media coverage and Crisis Comms: Sharing good news stories from parishes, as well as providing media statements for crisis situations.

Parish media advice: Providing support and advice on how to deal with the media.

Vacancies: Developed a parish profile template for PCCs and working on LinkedIn to reach a wider audience.

Events: Maintaining a wider What's on calendar to enable churches and PCCs to reach a wider audience for their mission events.

Training: Organised training for digital communications, including A Church near You, Facebook, Instagram, twitter, websites, Canva, Church Organiser.

Constant Contact: Learning and using a new email marketing system to increase communication with parishes.



Highlights over the year

- Bishop Graham's visit to Gaza/Israel and the launch of Al-Ahli hospital appeal
- 24 editions of Enews
- Goodbye to Bishop Alan and introduction and installation of Ian Bishop as the new Bishop of Thetford including full media coverage.
- Coverage and support of the Coronation of HM King Charles III and Bishop Graham's role.
- Advent calendar for the Year of Prophetic, the vision for the Diocese of Norwich.
- Bishop Graham's introduction to the House of Lords
- Launch of a new ministry pathway Authorised Pastoral Assistant
- Norfolk Show, including chaplaincy and press support
- Net zero routemap, developing a local Communications strategy

Elizabeth Humphries
Communications Manager

Communications in numbers

Enews: Delivered to over 3,150 people. Open rate of between 60-67%

Facebook: 3.6k followers. Page reach is 386k. Engagement rate is 4.84%. Average industry engagement rate; 1.53%

Twitter: 5.6k followers. Engagement rate: 2.43%
Average industry engagement rate: 1.28%

Instagram: 1.3k followers. Reach: 45k. Engagement rate: 3.66%. Average industry engagement rate: 2.41%

This shows that people are very engaged and interested in the content we are providing on social media platforms, much more so than the industry average for not-for-profit organisations.



The digital training was very helpful, I have lots of ideas now.



Safeguarding

The Diocese of Norwich is committed to safeguarding as an integral part of its ministry and mission, promoting a safer culture and the welfare of every child, young person and adult.

The last year has seen the introduction of the Church of England National Safeguarding Standards and Quality Assurance Framework. This has given a useful tool against which to measure progress and identify areas for further improvement. This Report shows progress against 2 of the 5 standards:

1. Learning, Supervision and Support

Quality Standard

All those engaged in safeguarding related activity in Church bodies receive the type and level of learning, professional development, support and supervision necessary to respond to safeguarding situations, victims and survivors, and respondents, effectively.

1.1 Training

2023 saw good progress towards the Diocesan Vision Enabling Strategy objective to 'have trained 75% of church officers to the required standard in safeguarding'.

Overall compliance rose from 39% (2022) to 65% (2023). Short of the target but still a significant achievement when one considers the voluntary nature of many of the officer roles.

It was encouraging to see compliance for Parish Safeguarding Officers increase from 54% (2022) to 73% (2023), Licensed Lay Ministers increase from 35% to 76% and Licensed Clergy from 71% to 88%.

It was particularly pleasing to see an increase in those completing the Leadership Pathway training from 167 (2022) to 247 (2023).

The relatively new Domestic Abuse Awareness course introduced in 2021 also saw an increase from 336 (2022) to 733 (2023).

1.2 Parish Safeguarding Officers

Additional support continues to be offered for Parish Safeguarding Officers given their critical role. 26 PSOs completed PSO induction training in 2023 and 60 attended PSO Networking Sessions.

1.3 Parish Safeguarding Dashboard

2023 has also seen a steady increase in the number of parishes engaging with the Parish Dashboard. This is an online self-assessment toolkit that makes it easier for churches to manage their many safeguarding requirements and see their current compliance status.

The year ended with 103 parishes self-assessing themselves as now operating as fully compliant at level 3 (66 in 2022).



2. Recognising, assessing and managing risk

Quality Standard

Risk assessments, safety plans and associated processes are of a high quality and result in positive outcomes. The assessment and management of risk is underpinned by effective partnership working.

2.1 Safer Recruitment

Safer recruitment during 2023 involved 1,782 (1,437 in 2022) DBS checks being completed across the Diocese of which 6 (6 in 2022) had content requiring a more detailed risk assessment from the Safeguarding Team.

2023 also saw an increase in the number of people completing the Safer Recruitment & People Management Course from 114 (2022) to 147 (2023).

2.2 Safeguarding Agreements

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. The last year has seen an increase in these Agreements from 31 (2022) to 48 (2023)

2.3 Service Level Agreements

2023 has also seen improved partnership working with the wider Church of England family. Safeguarding Service Level Agreements are now in place with:

- Norwich Cathedral
- Anglican Shrine at Walsingham
- Horstead Centre

Justin Rolph

Independent Chair of
Diocesan Safeguarding Advisory Panel

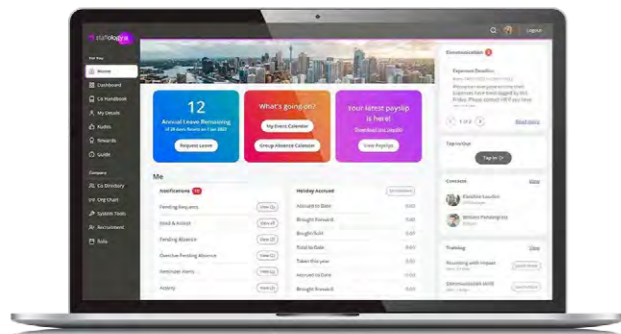
Human Resources

Our aim is to support a great working environment where our clergy and lay staff can thrive.

We have undertaken a host of projects to enable that to happen effectively in 2023, which are also designed to bring improvements and efficiencies to free the team up to spend more time focused on support for local mission and ministry.

HR Software

Our aim was to introduce a self-service HR system that enables Parish Support Team members to have easy access to employment related information wherever they are across the diocese without bureaucracy. This was a big task to move from paper files to electronic files in readiness for going paperless, which entailed lots of scanning and checking that all the paper documents were uploaded and correctly named. The objective of launching Staffology was achieved at the end of December, so it was ready for the new holiday year.



Ethos, Values and Behaviours

We want to express what it means to be a Christian charity focused on supporting the mission and ministry of the Church of England in this diocese. This 'ethos' can be seen as the roots of who we are, with the branches being the values that grow out of that and the leaves and fruit being the behaviours that flow out of the branches. To this end, we commenced a project to collectively discern who we are as the Parish Support Team, how that fits with the Diocese as a whole and what that means on a day-to-day basis. We have conducted extensive consultation over a series of meetings that will continue into 2024, after which we hope to seek agreement on a proposed approach.

Contracts, Policies & Employee Handbook

Any good employment experience is based on fair and consistent policies and paperwork. A full review and update of the contract (Statement of Main Terms and Conditions of Employment), all the HR Policies and the Employee Handbook was completed to ensure these were legally compliant and comprehensive. New contracts have also been issued to all staff. This will be followed by a review of clergy guidance in 2024 to provide improved clarity in relation to HR.

Health, Safety and Wellbeing

We worked with Thriving Workplaces to devise a plan to improve this area of work. We started with a 'Time to Talk' event to raise awareness about mental health and how important it is to talk about this and recognise when someone may be struggling. A Mental Health Awareness workshop took place for all staff in November, with a Workplace Leaders Wellbeing Workshop planned for early 2024. A provider for mandatory health, safety and wellbeing online training was identified and rollout commenced in November, to ensure that everyone gets a consistent level of quality training in the areas that matter most.



Finance and IT

During 2023 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 not only impacted the ability of people to give to their church, but also directly impacted PCC costs through increased energy prices. We paid further grants to our PCC's in excess of £100,000 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 2024. They are an excellent forum to share good practice and ideas with each other.

We introduced a brand-new cloud-based finance system called Xledger. This has protected the stability of our financial data and moved away from storing data on physical servers. We have introduced automation of some processes to 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.

With respect to IT, we have successfully migrated all the physical servers to the 'cloud'. This was a huge task which required meticulous planning, technical expertise, and significant amount of effort. The completion of this migration not only ensures enhanced agility, scalability, and data security but also marks a significant milestone in our journey towards modernising our IT infrastructure and work towards achieving the Cyber Essential standard.

Another noteworthy achievement was the procurement process for the Parish Support Team phone system. The team's diligent efforts ensured

the acquisition and installation of a state-of-the-art phone system tailored to the specific needs of the Parish Support Team and Bishop's Staff. This new system is significantly cheaper to run and improves the communication and collaboration within the Diocese, empowering the Parish Support Team to serve our stakeholders more effectively. We ran training workshops to equip the team with the skills and knowledge needed to utilise the full potential of the new system.

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 team has supported three trading subsidiaries. Surpluses made by the subsidiaries 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.

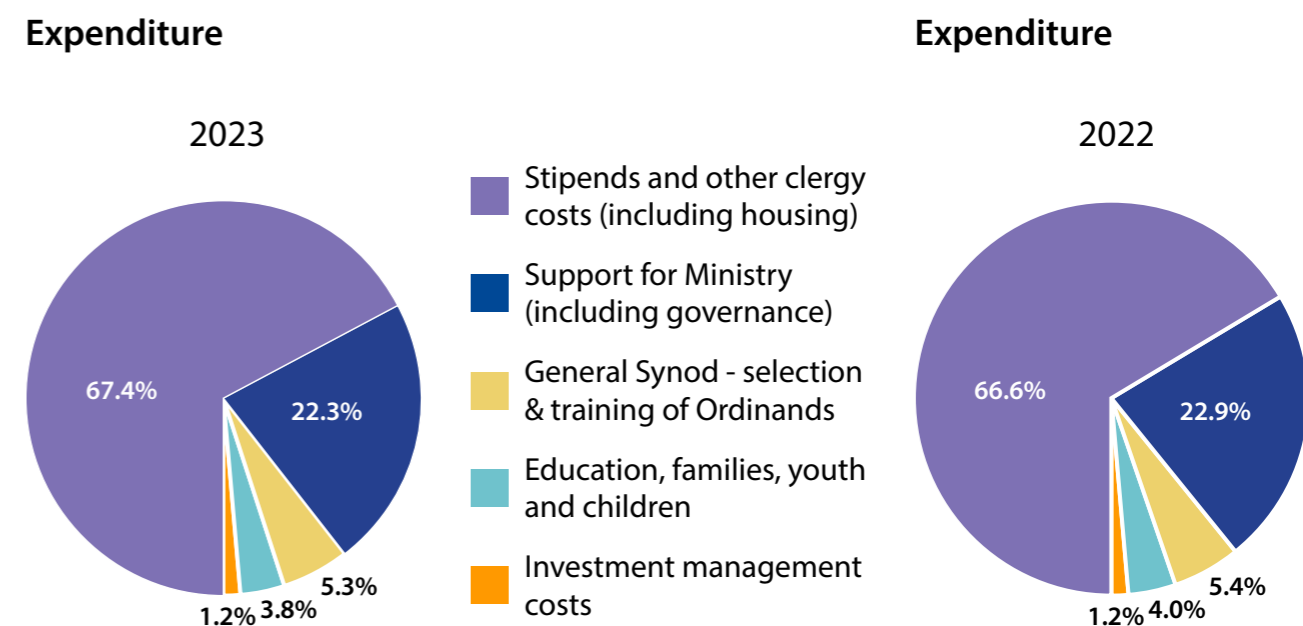
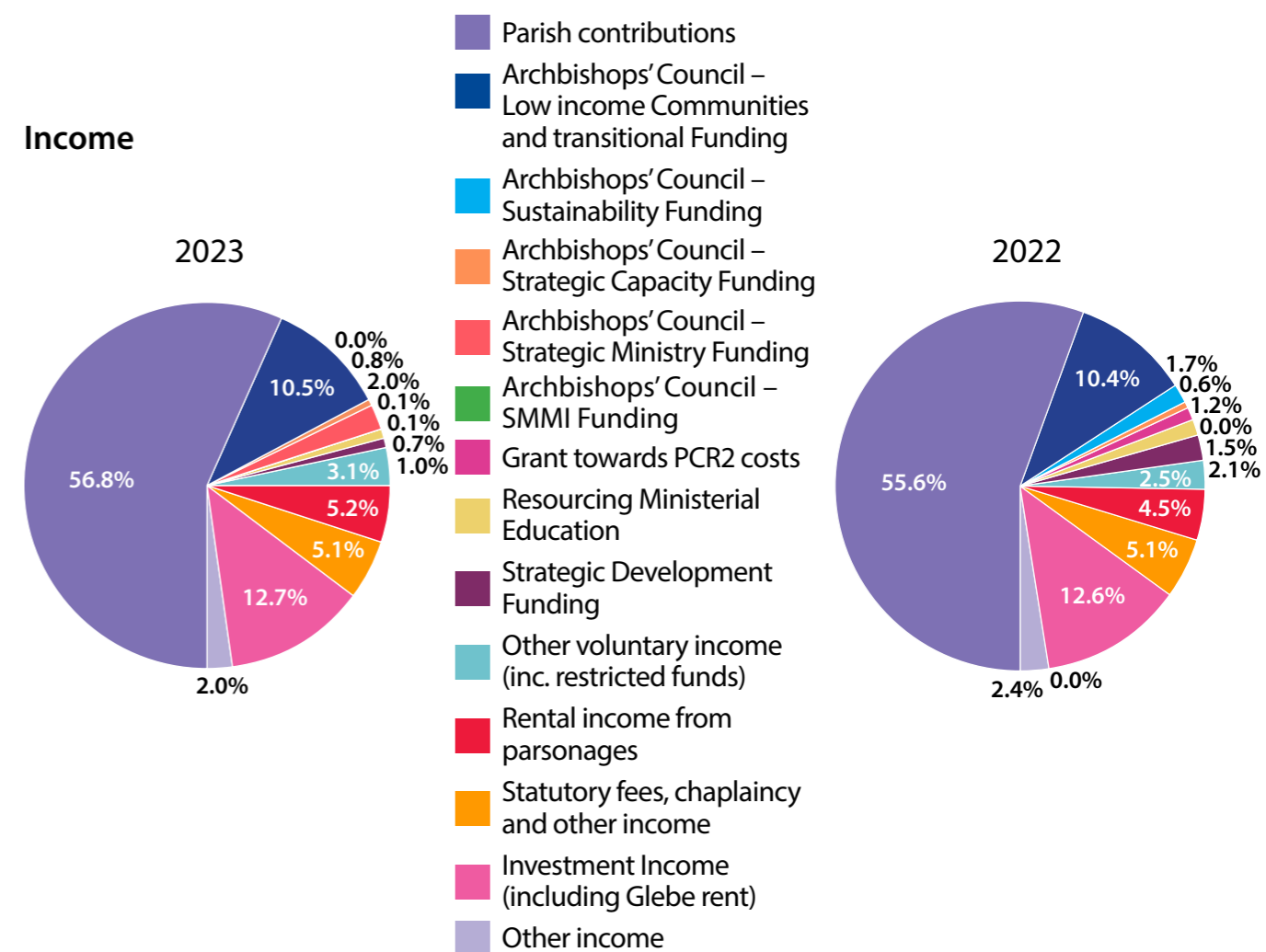
Susan Bunting
Director of Finance

Summarised Accounts 2023

Summary Statement of Financial Activities (Board) for the year ended 31 December 2023

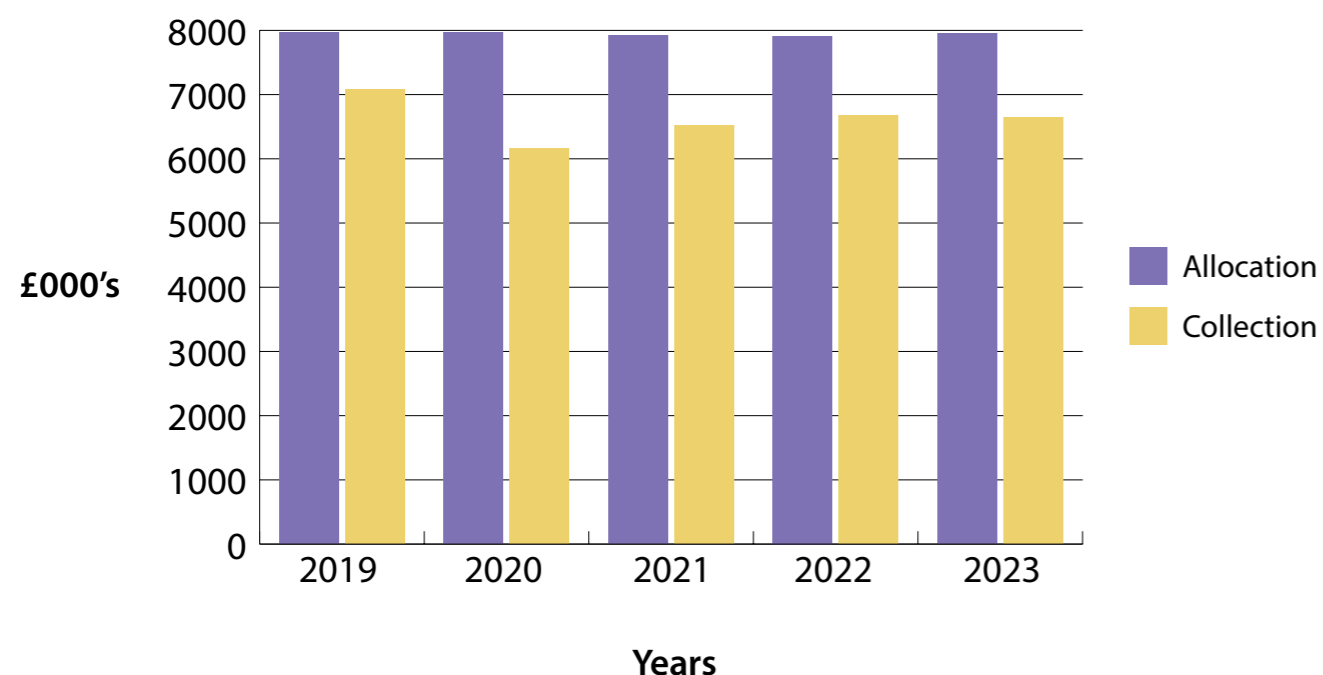
	Board 2023	Board 2023	Board 2022	Board 2022
	£'000	%	£'000	%
Income				
Parish contributions	6,644	56.8	6,678	55.6
Archbishops' Council - Low income Communities and transitional Funding	1,226	10.5	1,251	10.4
Archbishops' Council - Sustainability Funding	0	0.0	200	1.7
Archbishops' Council - Strategic Capacity Funding	96	0.8	75	0.6
Archbishops' Council - Strategic Ministry Funding	230	2.0	140	1.2
Archbishops' Council - SMMI Funding	11	0.1	0	0.0
Grant towards PCR2 costs	6	0.1	0	0.0
Resourcing Ministerial Education	82	0.7	178	1.5
Strategic Development Funding	116	1.0	250	2.1
Other voluntary income (inc. restricted funds)	361	3.1	297	2.5
Rental income from parsonages	602	5.2	537	4.5
Statutory fees, chaplaincy and other income	591	5.1	609	5.1
Investment Income (including Glebe rent)	1,484	12.7	1,510	12.6
Other income	238	2.0	283	2.4
	11,687	100.0	12,008	100.0
Expenditure				
Stipends and other clergy costs (inc. housing)	7,949	67.4	7,614	66.6
Support for Ministry and Mission (inc.governance)	2,631	22.3	2,622	22.9
General Synod - selection & training of Ordinands	630	5.3	613	5.4
Education, families, youth and children	446	3.8	454	4.0
Investment management costs	144	1.2	134	1.2
	11,800	100.0	11,437	100.0
Net operating (deficit)/surplus	(113)		571	
Profits on disposal of property	765		1,027	
Net income*	652		1,598	
Gains on investment assets (2022: inc.revaluation of Glebe land)	1,056		8,325	
Actuarial (loss)/gain on defined benefit pension scheme	(296)		1,036	
Adjustment of Value Linked Loans	22		(26)	
	1,434		10,933	
*Net income (shown above)	652		1,598	
FRS102 Pension disclosure - Clergy Scheme	0		(167)	
FRS102 Pension disclosure - Company Scheme	(102)		(254)	
DBF contribution to CPR project	128		0	
Designation of Sustainability Funds	0		(200)	
Realised gains on sale of properties	(765)		(1,027)	
Operating deficit (operational)	(87)		(50)	

Summary Statement of Financial Activities (Board) for the year ended 31 December 2023

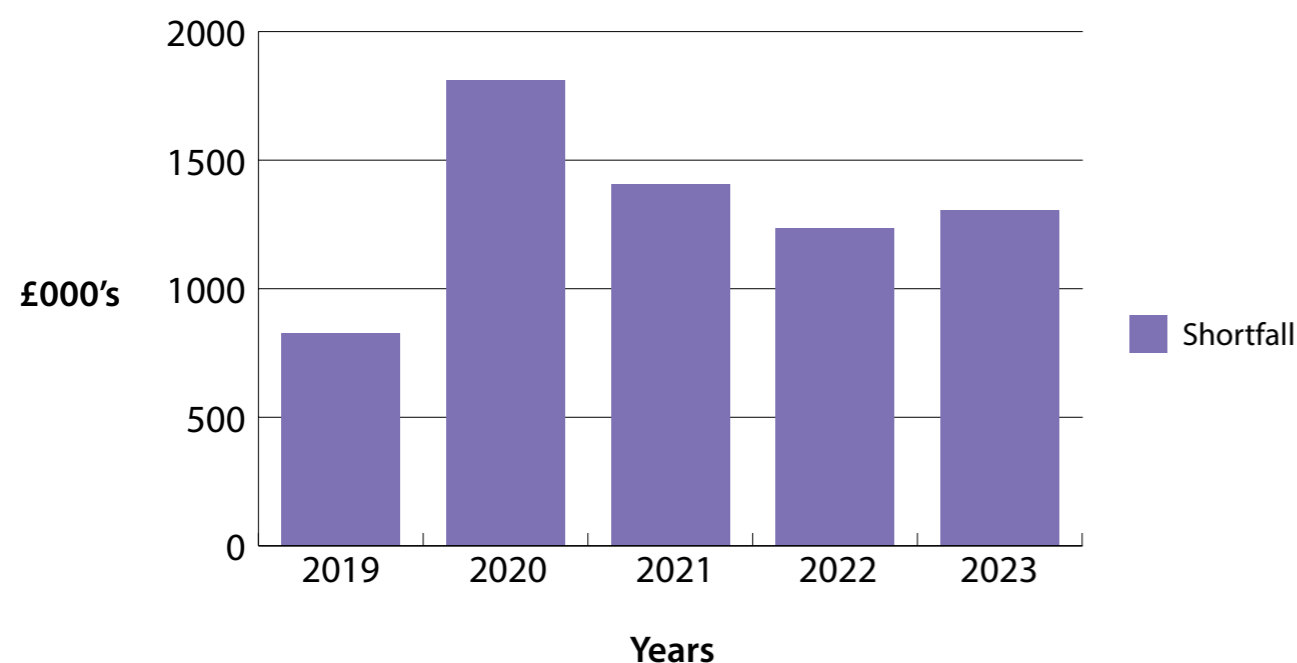


Parish Contributions for the year ended 31 December 2023

Parish Contribution collection



Shortfall in Parish Contribution collection



Summary Balance Sheet (Board) as at 31 December 2023

	2023	2022
	£'000	£'000
Fixed Assets		
Tangible Fixed Assets	89,082	87,903
Investments (2022: inc.revaluation of Glebe land)	64,927	63,828
	<u>154,009</u>	<u>151,731</u>
Current Assets		
Debtors	2,712	1,842
Pension scheme asset (staff scheme)	1,441	1,635
Balances with Church Commissioners	14	14
Central Board of Finance Deposit Fund	506	472
Cash at Bank	5,083	7,804
	<u>9,756</u>	<u>11,767</u>
Creditors		
Falling due within one year	(1,785)	(2,930)
	<u>7,971</u>	<u>8,837</u>
Total assets less current liabilities	161,980	160,568
Creditors falling due after one year	(394)	(416)
	<u>161,586</u>	<u>160,152</u>
Net assets/Fund balances		
	<u>161,586</u>	<u>160,152</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 10 June 2024, 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

10 June 2024

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



Transformed by Christ
Prayerful, Pastoral, Prophetic





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