

The Rectorial Benefice of Cowbridge



*Growing  
Together  
Through  
Teamwork*

**NOVEMBER 2017**

*Registered Charity 1131497*





## INDEX

	Page
A. Foreword from The Rector	4
B. Introduction	5
C. The brief	5
D. Process followed	6
E. Criteria and recommendations	6
i. Vision of the benefice	7
ii. Shape of the benefice	7
iii. Roles of the clergy	8
iv. Engaging with communities	8
v. Improving planning and enhancing communications	8 - 9
vi. Managing Finance and Accounts	9
vii. Role of the parish office	10
viii. Defining roles and responsibilities	10
ix. Ensuring compliance	11
F. Implications and resources	11
G. Action plan	12
H. Monitoring risks	12
I. Next steps	12
Appendices:	
1. The brief	13 - 14
2. List of meetings	15

3. Questionnaire	16 - 19
4. Example of defining roles	20
5. Action plan	21 - 23

## **A. Foreword from The Rector**

I am very pleased to commend this report to the parish and I wish to thank Gareth and the members of the working group for their hard work and commitment to this review. In addition, many people have contributed their understanding of how we should develop in the future and I have been conscious of their prayerful support as, together, we seek to discern God's call. Considering this, I want to offer a few brief reflections to direct our reading of this document.

First, while Gareth and the team have rightly drawn attention to the many challenges we face (e.g. fewer clergy, more parishes, older congregations), we need to keep firmly in sight that the God we profess to believe in provides abundantly for our needs. Ultimately, the Church is God's and he is a God of generosity and abundance, pouring his love, grace and forgiveness upon us so that we might live to his praise and glory (Ephesians 1). If we live in the light of God's abundant generosity, we will not focus on what we do not have or on what we wish we had, but on the gift of the people and talents that God has, in fact, already given us. To live in such a way is to live hopefully and with the expectation that we do not have to worry about tomorrow because God will meet those needs as they arise – today we will seek first the kingdom of God ... (Matthew 6.25-34).

Second, the report speaks of mission and vision. Here we need to remember that the mission is God's. It is he who sends his son into the world; "For God so loved the world that he gave his only Son ..." (John 3.16) Two quotations help to illustrate what this means: in 2003 Abp. Rowan Williams said that, "mission is finding out what God is doing and joining in" and in 2004 the Mission-Shaped Church report stated:

"It is not the Church of God that has a mission in the world,  
but the God of mission who has a church in the world" p85

So, the mission we speak of in the report is not something we have to make up or create, but it is about discerning what new things to try, experimenting to discover where God is already at work. Importantly, it is also about renewing and strengthening the old things that are being blessed by God.

Third, the report presses us to grow together through teamwork and this is at the heart of our life together as Christian communities. It is exceedingly important that we encourage, support and uphold one another in our service of God and our neighbours. The love "which binds everything together in perfect harmony" (Colossians 3.14) is the glue that will enable the variety of talents in our congregations to be greater than the sum of the parts.

As we read, therefore, let us be thankful for the abundance of God's generosity; let us remember that the mission is God's mission to our parish and communities; let us so work together that all are encouraged and built up through the offering of our gifts. In so doing, I believe, our worship of God will be enlivened, our faith deepened, and our common life be blessed by the Spirit of God at work amongst us.

Pob bendith (every blessing)

*Stephen*

## **B. Introduction**

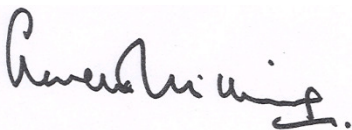
The 2020 vision for the Church in Wales says, " Serving community, inspiring people, transforming church." In moving to Ministry Areas these principles apply to all parishes at a time when the number of clergy is falling, and balancing finances becomes more difficult. There are variations in implementing these changes across dioceses and parishes.

It is unfortunate and regrettable that the changes were not first modelled and tested by the Church in Wales in different types of parishes before implementation i.e. separately in urban areas, rural communities and those which are a mix of which this benefice is an example.

This benefice grew to 12 churches in January 2016 with consequent demands and implications of changes in many aspects of mission and operating. Given no blueprint exists for Ministry Areas it was decided as described in the agreed brief to identify any changes that are needed and agree the vision and aims for this benefice. What follows in this report may have application to other Ministry Areas, but it is written to reflect specifically the needs for this benefice.

The team wish to record and express their appreciation to so many who gave of their time in contributing so openly and enthusiastically to this project without whose help these recommendations would not have emerged.

On behalf of the team - Steph Bonnar, Peter Davies, Richard Griffiths, Ron Norey and David - Lloyd Jones.



Gareth Williams

## **C. The brief**

The brief was set and agreed by the PCC on 13th March 2017. See Appendix 1.

## **D. Process followed**

A careful process was followed to gain as many views as possible and as widely as possible: meetings in other parishes and other dioceses; a mapping exercise to understand clearly existing tasks and demands; individual interviews with the clergy in the benefice including retirees; a questionnaire to all parishioners followed up by meetings to gain their feedback; regular meetings by the project team - ten in all. For full details of meetings from which contributions are unattributed see Appendix 2 and for the Questionnaire see Appendix 3.

## **E. Criteria and recommendations**

Given the context and having conducted the mapping exercise and the wide range of interviews as described it is essential to establish key criteria to support the recommendations and future strategy. Otherwise a long, unaffordable and unmanageable wish list would result. Some topics raised during discussions are more appropriate to be considered by Church Committees and therefore they are not addressed in this report. The criteria applied are as follows:

- a. Discerning God's mission for a benefice expanding with both churches and housing development and implementing a sustainable strategy.
- b. Clergy and laity working together collaboratively to support the mission and strategy and adapting accordingly.
- c. Building upon what is in place where appropriate.
- d. Encouraging local churches to take ownership and responsibility for local mission
- e. Encouraging local churches to engage creatively with their local community.
- f. Improving planning and enhancing communications
- g. Avoiding increased costs as far as possible
- h. Encouraging wider lay involvement and building on the talents of those with current responsibilities and experience.
- i. Ensuring succession planning where needed.
- j. Developing teamwork and supporting each other
- k. Ensuring the recommendations and outcomes of the report are sustainable for the future.

Careful consideration has been given in arriving at the recommendations below to ensure they meet the vision of "Serving community, inspiring people, transforming church" as well as the criteria. The recommendations must be simple and manageable and implemented in a modular way to arrive at what is right for the benefice.

Everybody must be prepared to adapt, reinforcing changes which are successful whilst discarding any which do not succeed. At all stages the implications of change need to be carefully considered; change should be implemented sensitively, striking a careful balance between the need to be bold and peoples' potential reaction to change. With this in mind, it is important that the need and reasons for change are carefully explained so that congregations understand them and see that they are realistic.



Recommendations fall under the headings as shown below; those which are priorities or "Quick Wins" in the short term are in bold and marked **P**. The Action Plan describes who delivers what and when.

**i. Vision of the benefice**

- a. **The vision must be to develop the benefice through attentiveness to God's mission, worship and stewardship which are at the heart of being Christian. Each church will have its local elements to describe and community to serve - **P**.**
- b. Everybody's role and responsibilities need to be understood to ensure this vision is grasped and implemented effectively - all working together as a team and resolving conflict where it may arise.
- c. There is a strong demand to engage with families and young people but to achieve this the pressures of modern life such as the social and sporting demands on a Sunday morning need to be considered; thus, a way forward might be Messy Church in one church or a service on a weekday evening.
- d. Increased housing is underway and these developments need to be considered in future implementation of the vision and its growth. A strategy should be developed to determine how the Benefice can minister to new substantial housing developments, including how we might apply for section 106 funding to develop church buildings e.g. Llanfrynach. Such a strategy should be developed through Churches Together.
- e. In order to encourage new members an Open Day may be held in some churches to show what attending services and being a Christian means today.
- f. We must keep in mind our commitment to work in partnership with our sisters and brothers in Churches Together in Cowbridge and District – "We will strive not to do separately anything which we can do together."

**ii. Shape of the benefice**

- a. The current name is regarded as rather clumsy and in due course, when the benefice reaches its full complement of churches, a revised name may be considered e.g. Western Vale Parish or Cowbridge Parish.
- b. Arranging for clergy taking services and providing pastoral care consistently in each church is already underway and widely welcomed. The benefice should not seek or define a single uniformity for ministry. However, the single benefice concept is to be retained because ultimately the clergy are responsible for the whole area, as are members of the PCC, severally, as trustees. The single benefice concept should also be retained for administrative purposes.
- c. The present number of services for each church is to continue but to be reviewed should circumstances change.

- d. "All Parish Services" to be planned around key anniversaries or events with a given purpose, and not just routinely on a fifth Sunday in a month. There should be wider participation by members of other congregations and not just those from the host church.

### iii. Roles of the clergy

- a. Clear roles for existing and retired clergy (stipendiary and non- stipendiary) should be established and communicated so that parishioners understand whom to approach for what. This will help to bridge the gap of the continuing shortage of numbers of all clergy - historically the case and this will remain so as clergy numbers decline.
- b. Congregations wish elements of ministry to be pitched at a level to be more readily understood including collaborative ministry, the catechism of the Church in Wales and some sermons.
- c. Processes for arranging weddings, funerals, baptisms etc. to be handled through the administrator and via the Incumbents (currently Rector and Team Vicar) who will jointly decide who will officiate.
- d. Some have considered that Pastoral care has been inadequate in the past. However, much good work is done through the lay pastoral team. **This work is now being co-ordinated centrally and needs to be further developed to integrate with the pastoral work of the clergy and be made more robust. Those who carry out visits need to be supported and trained as appropriate. Diocesan training for laity on Safeguarding and Pastoral Care should also be explored - P.**

### iv. Engaging with communities

- a. Churches link with their local communities in differing ways to promote mission and each church is encouraged to experiment and be creative.
- b. There is considerable goodwill in our communities for our churches and opportunities should continue to be made for people to give financially to support the fabric and life of the church.
- c. Creating a flexible community space is not always possible in a church; however, this should be considered by each individual Church Committee. **Specifically, a clear proposal should be brought forward by the Church Committee in Holy Cross to provide a flexible facility to welcome the community it seeks to serve - P.**
- d. Involvement with local schools should be further developed e.g. through the "Open the Book" initiative - P.

### v. Improving planning and enhancing communications

- a. The guiding principle for developing communications in the benefice is simplicity – straightforward to implement, keeping up to date, and being simple to understand. Forward planning with clear communication is a weakness in the benefice resulting in inadequate notice of events, requirements for preparation and sometimes poor attendances. **The discipline of a regular meeting should take place with the clergy and Administrator and information given to those who need to know via an open diary and emails to which there should be prompt responses - P.**
- b. **Similarly, starting in 2018, an annual planner should be drawn up with known services, meetings and events. This should be published at the beginning of the year and routinely kept up to date and communicated - P.**
- c. Updating the benefice website is required and is underway.
- d. Social media can be used not only about events but about Mission. **Facebook should be introduced and links to the Cowbridge Hub established, but control of the benefice Facebook content should be restricted to very few - P.**
- e. **“The Herald” needs to be updated including its collation and editing and a working group should be established to drive this forward. – P.** By widening community involvement, a project could be given to Cowbridge School to design a revised version.
- f. **Email addresses to be obtained for those on the electoral roll ahead of the Annual Vestry Meeting for easier communication - P.**
- g. Pews News should be retained and consideration given to its primary purpose and audience. As a consequence, a revised layout should be considered.
- h. **Each church to ensure its external and internal notice boards are up to date and that full advantage is taken of announcements at weekly services to keep congregations informed - P.** In addition, there should be compliance with the Church in Wales policy on the visibility of the Welsh Language on notice boards and publications.

## vi. Managing Finance and Accounts

- a. The role of collating and managing the Finance and Accounts function should remain central but with local church access for regular up to date information to be both given and provided - a widespread demand. **The Parish Administrator should gradually assume responsibility for the finance functions with a view to appointing him as Parish Administrator and Treasurer no later than at the 2019 AVM - P.**
- b. Most parishes in Wales are moving to a software package with Data Developments which has been explored. **It is recommended this software package is adopted for use in the benefice from January 2018 - P.**
- c. The Annual Report must fulfil legal and charitable obligations and this must continue to be produced. **With effect from the end of the 2017 Financial Year a shorter summary**

**report should also be prepared which has a more “user friendly” approach and will be included on the website. It should include reinforcement of the mission and aims for the benefice. - P.**

The full report is, of course, to remain available for all on request and will also be included on the website. The Policy Document should also be reviewed to update both information and wording to reflect our collaborative and inclusive approach.

- d. Fundraising targets are set to meet the needs of the benefice. Each church has certain restricted funds. Thus, there already exists a balance of meeting central targets and retaining own funds. Where a need arises to help a given church e.g. building work, the overwhelming opinion is to act as a non-profit making charity and help those in need as long as that church has made efforts to raise its own funds.
- e. Perceptions exist that larger churches may be helping the smaller ones and the reverse notion is also held. How money is raised and spent needs to be openly and clearly explained.

## **vii. Role of the parish office**

- a. **With given changes the job description and terms of employment of the Parish Administrator needs to be updated in terms of its content, including clarification of the role in support of Holy Cross Church and hours of work - P.**
- b. **A new Secretary to the PCC should be appointed for good governance - P.**
- c. Relocating the office is not affordable. The aim therefore must be to provide the Parish Administrator with maximum efficiency in his current location. The focus must be on support for specific tasks to the benefice and therefore additional requested tasks from the wider community should be declined.
- d. **It is a busy area throughout the day so consideration should be given for other activities to be relocated or carried out at a different time to allow a quieter environment when confidentiality is sometimes required - P.**
- e. **Redefined priorities for the Parish Administrator will result in the need for changed expectations of those who visit the office; this will need to be managed P.** "Let the office sort it out" must no longer be the easy option.
- f. The need for additional volunteers is addressed under resources.

## **viii. Defining roles and responsibilities**

- a. The recent Governance Review established changes which are already minuted and distributed and are not reproduced here. The sub- committees should remain in place viz. Standing, Finance, Buildings, Pastoral Care, Mission and Stewardship, Formation and

Discipleship. There should be one addition - establishing an HR sub-committee to oversee paid employees of the PCC and volunteers. The Safeguarding role should be transferred from the Pastoral Care sub-committee. Terms of reference will be established for HR practices e.g. to include job descriptions for employed and volunteers, training needs, agreeing structures and reviewing needs for succession - **P**. This same Governance review stated that the role of the PCC should be proactive and not merely a body to simply rubber stamp decisions - this needs to be re-enforced.

- b. **Church Committees (so renamed) are key meetings in growing the benefice and they must be held regularly to resolve local issues to full effect. To that end meetings should dovetail with the yearly planner of meetings and focus on services, finance and building needs as well as all other matters in order to establish local ownership. A member of the clergy to be present whenever possible or required - **P**.**
  
- c. Roles (which may be shared) and responsibilities include volunteers as well as the employed. **These roles and responsibilities are to be clarified and agreed by each church at its annual Congregational meeting. - **P**.** For an example of roles and responsibilities see Appendix 4.
- d. **A task to be undertaken urgently is to recruit volunteers with defined roles as outlined in F ii below. A skills audit should be carried out to help achieve this - **P**.**

## **ix. Ensuring compliance**

- a. Aspects concerning UK legal and charitable requirements, data protection etc. are to be managed centrally and changes communicated when necessary to ensure ongoing compliance. **A separate detailed review requiring professional input must be conducted to be clear how all aspects of regulation will be monitored - **P**.**

## **F. Implications and resources**

When adopting the recommendations, the question "So what?" must be answered by examining the implications and the resources required.

- i. A balance must be sought between centralised and devolved tasks and ownership. There is an overwhelming demand for local involvement for Finance and Buildings. Certain aspects of governance will remain central because that is where the skills lie and control will be managed. Each church will provide its local information and contribution.

- ii. **More volunteers must be sought urgently both centrally and locally - "A little done by many rather than much done by a few." Pro bono corporate input can also be explored - P.**
- iii. A clear management structure (including volunteers) to be defined, building in succession to resolve the dependency on any one person. Adequate training should be provided where appropriate. All of these should become the responsibility of the newly formed HR sub-committee.
- iv. The extended use of IT to aid better communications must be adopted e.g. accounts, updated website, social media and email lists.
- v. Grants to be sought e.g. Transition grant and IT contribution from Diocesan Office along with possible use of the Mission fund held by the benefice.

## **G. Action plan**

This is to set out who does what and when with proactive leadership. The Action Plan is to be reviewed at each PCC until fully delivered by those responsible. There must be no hiding place to ensure delivery. The Action Plan is defined in three timescales viz. Firstly, actions already underway emphasising how much is currently being achieved; secondly, New Priorities to be completed by the end of June 2018; thirdly, Actions to be completed in the medium or longer term. See Appendix 5 for the details. They form an evolutionary and sustainable strategy.

## **H. Monitoring risks**


When delivering the recommendations, it is important the PCC consider and monitor those risks which may hinder their implementation. The key risks identified are:

- i. Consigning the report to the filing cabinet.
- ii. Inadequate number of volunteers
- iii. Failure to implement the agreed priorities and attempting too much too widely.
- iv. Lack of motivation or willingness across the benefice
- v. Individual and proprietorial attitudes preventing teamwork.
- vi. Increasing costs

## **I. Next steps**

- i. Seek PCC input and agreement at December 4th meeting.

- ii. Distributing the report to all church congregations.
- iii. Implementing priority recommendations.
- iv. Applying for appropriate grants.
- v. Preparing roles and responsibilities in advance of the Annual Congregational Meetings for implementation thereafter.



*End our longing for the old days,  
grant the vision that we lack –  
once we've started on this journey  
there can be no turning back;  
let us travel light, discarding  
excess baggage from our past,  
cherish only what's essential,  
choosing treasure that will last.*

*Joy Dine*



## **Appendix 1 - The Brief.**

### **A. Background**

The Benefice of Cowbridge has grown to 12 churches and 3 church halls; it may grow even bigger and other parishes must be able to join seamlessly in the future. Consequently, good and efficient organisation is required to underpin the work of Mission in the benefice. The organisation is ultimately the responsibility of the PCC who are trustees and who are jointly and severally liable for all such activities.

The Rector has requested a full review of the administration of the Benefice to meet current and future demands. That team is Peter Davies, Ron Norey, David Lloyd Jones, Stephanie Bonnar and Gareth Williams (Chair).

### **B. Aims**

The aims are to carry out a review of the current administration of the whole of the Cowbridge Benefice and to make recommendations, with a view to identifying any changes needed to ensure that it operates efficiently in support of the current and likely future structure, aims, objectives and priorities of the Benefice.

### **C. Scope**

The scope of the review is to include the following identified areas plus any other aspects of the general workload which may yet emerge:

- a. Covering the whole of the Benefice, not just the Parish office i.e. finance, legal, communications, data protection, safeguarding, health and safety and HR ensuring compliance at all stages.
- b. A fundamental examination and strategic analysis of all options for the future organisation.
- c. Mapping the existing work so that what is currently carried out is fully understood and to identify the gaps and where any overlaps may exist.
- d. Equally to identify any tasks currently carried out which do not contribute to the overall aims and to consider their being discontinued.
- e. Exploring the use and investment of IT to save costs and produce benefits.
- f. Considering the implications of changes in management structure including management succession and support. The balance of workload and skills required by both the employed and the volunteers need to be identified.
- g. Assess what balance of that work should be centralised and/or devolved or even shared with other churches (e.g. ecumenically or within the Deanery) to provide resources.
  
- h. How communications are managed and what is the link between the PCC and the ongoing operation e.g. the function of the Finance and Standing Committees and other sub-committees and what their terms of reference should be.
- i. Working out cost and benefits of any recommendations and how they may impact upon current and projected funding.
- j. Producing a risk analysis of any proposed changes.
- k. Ensuring priorities are clearly identified so that the recommendations are manageable.

### **D. Process**

The process will include the following but other avenues may arise as the findings unfold:

- a. Gathering input from all the clergy and any parishioners who wish to contribute to ensure involvement and ownership.
- b. Examining best practice in other benefices particularly as no guidelines have been issued by the Church in Wales for the administrative needs of Ministry Areas.
- c. The Action Group meeting as a team and when necessary with the Rector.
- d. Some work may be carried out in smaller teams to cope with availability.



- e. Produce a report with recommendations at the conclusion of the review.

#### **E. Timescale**

The timescale is difficult to estimate at the outset and until the scope is fully understood but the goal should be to conclude the report by the autumn.

#### **F. Next Steps**

This brief has been agreed with the Rector and the team will meet to plan the tasks and scheduling of the review.

## **Appendix 2 - List of meetings.**

The Review working group met 10 times

Meetings were held with:

All the congregations of the Benefice.

All the Clergy who minister in the Benefice (Stipendiary, NSM & Retired).

Other individuals and groups as requested.

Visits were made to:

The Rectorial Benefice of Neath.

The Rectorial Benefice of Barry.

The Gower Ministry Area (Diocese of Swansea & Brecon).

The Llanelli Ministry Area (Diocese of St. David's).

Advice was sought from:

The Diocese of Llandaff, Ministry Development Officer, Accountant and Diocesan Secretary.

The Pontypridd Ministry Area Team Leader.

The Diocese of St. Asaph.

### **Appendix 3 – Questionnaire.**

To: All Churches in the benefice.

From: The project team conducting the benefice review.

You will all be aware that a small team has been engaged in conducting a review across many aspects of the benefice. The brief was distributed earlier this year. Meetings and interviews in our benefice and other parishes and dioceses have led to emphasising key aspects under ten headings on which it is essential we have your input please to arrive at our final recommendations.

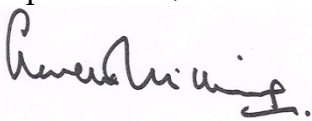
In addition, The Rector has given us all the important context and guidance in answering these questions positively and constructively and this is included below as the introduction.

Meetings will be arranged during September to hear your views in response to the following questionnaire plus any additional points you wish to make. Not only is your involvement in this review paramount to its success and delivery but it enables you to have a direct influence on the future shape of the Benefice and your own church.

It is planned that we meet with the church committees representing the congregations' views so please ensure your views are passed on to your committee. At least two of the project team will attend and there will be no clergy present.

We very much look forward to hearing your thoughts to take us forward. **Please ensure this is distributed and announced in your church as soon as is practicable early September - thankyou.**

With our appreciation and best wishes and on behalf of the team -  
Steph Bonnar, Peter Davies, Ron Norey and David-Lloyd Jones.



Gareth Williams

31st August 2017

**Introduction and context for this review from the Rector:**

The catechism is an outline of the faith and an official statement of the Church in Wales. I have written in the RBS Herald for September about the way the church is different from common-interest clubs and societies. I do not think that our project is simply about canvassing the views of our members. I believe it is about discerning how God is speaking through the whole body of Christ in this place and how we may listen to his voice.

The Catechism (Outline of Faith) of the Church in Wales teaches us about the nature of the church. It states that:

- The Church is the family of God and the Body of Christ through which he continues his reconciling work among men and women. Its members on earth enter it by baptism and are one company with those who worship God in heaven.
- The mission of the Church is to be the instrument of God in restoring all people to unity with God and each other in Christ.
- The Church carries out its mission as it prays and worships, proclaims the Gospel and serves God's will in promoting justice, peace and love in all the world.
- The Church carries out its mission through the ministry of all its members.

The Catechism also teaches us about the ministry of a priest:

- The ministry of a priest is to preach the Word of God, to teach, and to baptize; to celebrate the Holy Eucharist; to pronounce absolution and blessing in God's name; and to care for the people entrusted by the bishop of his charge.

So please answer positively and in context of the catechism all the questions, especially those concerning the vision and the clergy.

Pob Bendith

**Stephen**

**1. Our vision**

- a) The Church carries out its mission through the ministry of all its members so how do you think our churches can live up to our aspirations in the 21st Century?
- b) What sort of things should we focus on in a positive and practical way?
- c) What will you be doing to increase the size of your congregation?
- d) How do we better engage with families, young people and children?

**2. Roles of our clergy**

- a) Thinking positively and practically, how can we encourage and support our clergy in being faithful to their calling?
- b) Do you wish to move to continuity for a regular (as far as possible) priest taking the service?
- c) How should the role of Pastoral Care be planned, communicated and carried out?
- d) How can we ensure a wider presence in community and civic events?

**3. The shape of our benefice**

- a) Should the Benefice be renamed? If so, what would be an appropriate name?
- b) The clergy will not be able to cover all services in an increased number of churches. What is preferable, a reduced number of services or retain the same number of services in some churches but with more of them led by lay members?
- c) Would it make sense to "group" churches within the Benefice with specific members of the clergy routinely taking services within each group? What other benefits might "grouping" churches bring?
- d) Different churches have different "specialities" (music, children). Should we, where appropriate, be encouraging limited mobility of congregations between churches in order that people attend the church that best meets their spiritual needs?
- e) All Parish Services are generally not well attended. Why do you think this is? Are All Parish Services appropriate? If so, how could more people be encouraged to attend them?

**4. Engaging with our communities**

- a) What do you as an individual Church congregational group currently do to engage with your surrounding community?
- b) How could you be more engaged with the community surrounding your Church?

**5. Communication** i.e. Pews News, Magazine, Website, notices given in church.

- a) How would you rate communications in the Benefice?
- b) Is anything missing/can be improved?
- c) Should some communications be conducted by email?

- d) Do you use the website, does it need changing?
- e) How many would use Facebook to keep up with news and events

#### **6. Finance and accounting**

- a) Can/should each church do more to control its financial affairs? If so, how?
- b) Do you know how your church is doing financially? Do you want to know and if so, how often?
- c) Should each church be able to retain surplus for its own use? If so how do we fund a church in deficit? How do we fund central projects?
- d) How many read the Annual Report? Should and how could it be made more interesting/easier to read?

**7. Compliance** – *PCC members are responsible individually and as a body to ensure The Parish complies with UK law. Some examples are; Safeguarding, Health and Safety (inc. fire), Building works and faculties (planning permission), Data protection, Lotteries, Charity legislation, Taxation.*

- a) What detailed work should/could be undertaken locally in each church?
- b) How should this be organised to enable the PCC to fulfil its responsibility for any matter delegated?

#### **8. Parish office**

- a) What meetings or gatherings currently held in the Taynton Room could be relocated elsewhere to minimise distraction to or interruption of the Parish Administrator?
- b) What hours should the Parish Office be open?
- c) What additional voluntary support could be structured to cover administration support for the Parish Office

#### **9. The management needs**

- a) Is there any training that needs to be carried out to allow people to better fulfil their roles or duties in your church?
- b) Does everybody know what is expected of them at any time, including preparation for services?
- c) What balance do you want in terms of local ownership and/or central involvement or control?
- d) More volunteers are needed to meet our needs. Are there hidden skills and would you be willing to complete a skills audit?
- e) What can be done to encourage more volunteers to fulfil key roles in the Benefice?

**10. Implications of changes**

- a) We are aware of the need for more volunteers, wider skills, identifying risks when changes are made and the timescales to implement changes. What else might worry you?
- b) What else do you wish to add to this review?

## Appendix 4 – Example of defining roles.

### EXAMPLE RESPONSIBILITIES MATRIX PLAN AND MANAGE CHURCH PROPERTY

TASK	PCC <sup>1</sup>	CLERGY	PARISH WARDENS	PARISH TREASURER	PARISH OFFICE	INDIVIDUAL CHURCHES				
						CHURCH C'DINATOR <sup>2</sup>	PCC MEMBER	CHURCH C'TTEE	CHURCH TREASURER	VERGER
<b>Church Buildings</b>										
<i>Arrange Quinquennial Inspections</i>					X					
Supervise/support Quinquennial Inspections						X				
Review results of Quinquennial Inspections	X					X				
Plan works								X <sup>3</sup>		
Obtain quotes for works								X		
Apply for a Faculty for the works (as appropriate)								X		
Access funding for works									X	
Apply for grants to fund the works as appropriate)									X	
Obtain PCC authority to carry out works						X				
Give authority to carry out works	X									
Commission works						X				
Supervise works						X				
Assess whether works meet requirement	X					X				
Report <u>work</u> complete.						X				
Record works as complete					X		X			
Pay bills for the works				X						

<sup>1</sup> In most cases this will be the PCC Buildings Sub Committee.

<sup>2</sup> Tasks delegated to members of the Church Committee as appropriate.

<sup>3</sup> Supported by the PCC Buildings Sub Committee.



**Appendix 5.1 – Action plan.**

<b>Actions already underway</b>					
<b>ACTION</b>	<b>RECOMMENDATION</b>	<b>REF</b>	<b>LEAD</b>	<b>WHEN</b>	<b>REMARKS</b>
1	Vision for all churches	i. a.	SA	Q1	Ongoing
2	Pastoral care	iii. d	SB+all clergy	Q1	Ongoing
3	Involvement with schools	iv. c	Clergy	Q3	
4	Church C'ttees	viii.b	Church Secretaries	Q2	Ongoing
5	Consistency for services	ii.b	SA	Q2	Already underway
6	All Parish Services	ii. d	Clergy +PCC	Q1	
7	Roles of clergy	iii. a	SA	Q2	
8	Links with communities	iv. a+b	Church C'ttees	Q1	Ongoing
9	Updating website	v. c	Working group	Q1	Already underway
10	Decline further external requests for Office	vii. b	DLJ	Q1	

Q in these three tables refers to the relevant Quarter in the calendar year.



**Appendix 5.2 – Action plan.**

<b>New short term priorities - to be completed by end of Q2 2018</b>					
<b>ACTION</b>	<b>RECOMMENDATION</b>	<b>REF</b>	<b>LEAD</b>	<b>WHEN</b>	<b>REMARKS</b>
11	Regular meeting	v. a	SA+DLJ	Q1	
12	Annual planner	v. b	SA+DLJ	Q1	Shared widely
13	Facebook	v. d	Steph B	Q2	
14	Updating "The Herald"	v. e	PD + Working group	Q2	
15	Email addresses	v. f	DLJ	Q1	
16	All notice boards	v. h	Church co-ordinators	Q1	
17	Finance software package	vi. b	RN+DLJ	Q1	Urgent and to obtain grant
18	Annual report	vi.c	RN+DLJ	Q1	
19	Job description of Parish Administrator	vii. a	SA + Parish wardens	Q1	
20	Considering location of other activities	vii. c	Holy Cross + Parish wardens	Q2	
21	Priorities of Parish Office	vii.d	HR Sub-C'ttee + Parish wardens	Q2	Need to be widely communicated to increase efficiency
22	H R Sub - C'ttee to be appointed	viii.a	PCC	Q1	An urgent need to address many issues
23	Recruiting volunteers and pro bono	viii.d + F ii	HR Sub C'ttee	Q2	To include skills audit
21	Compliance	ix. a	PCC	Q2	RN to brief PCC
25	Roles and responsibilities	i. b	PCC + Church co-ordinators	Q2	
26	Families and young people	i. c	VA+SB	Q2	
27	Easier understanding	iii. b	Clergy	Q2	
28	Process for arrangements	iii. c	SA+DLJ	Q2	
29	Distribution and explanation of report	I ii	GW	Q1	

Q in these three tables refers to the relevant Quarter in the calendar year.

**Appendix 5.3 – Action plan.**

<b>Long term</b>					
<b>ACTION</b>	<b>RECOMMENDATION</b>	<b>REF</b>	<b>LEAD</b>	<b>WHEN</b>	<b>REMARKS</b>
30	Community facility in Holy Cross	iv. b	Church C'ttee	Q4	To be brought to PCC
31	Responsibilities	viii.c	PCC + Parish wardens	Q4	Responsibilities for church roles
32	Increased housing	i. d	SA + PCC	Q3	
33	Churches Together	i. f	SA + PCC	Q3	
34	Open Days	i.e	Clergy + Church co-ordinators	Q3	
35	Benefice name	ii.a	DIOC. + PCC	Longer term	
36	Number of services	ii. c	Clergy and churches	Longer term	
37	Pews news	v. g	SA + DLJ	Q3	
38	Management of Finance	vi. a	RN+ DLJ	Q4	
39	Define management structure	F iii	HR Cttee	Q3	

Q in these three tables refers to the relevant Quarter in the calendar year.

