

# Diocese of Truro

## FAQ - on Mission & Ministry Fund

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*We are often asked questions about money matters as they relate to the Mission and Ministry Fund (MMF). Here is a selection of questions which seem to be on the minds of many people in our parishes, and some of our responses.*

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**DIOCESE OF TRURO**

DISCOVERING GOD'S KINGDOM  
GROWING THE CHURCH

## Diocesan Expenditure

### 1. Q: Where does our MMF (Mission and Ministry Fund) contribution go?

A: 76% of our diocesan expenditure goes towards providing ministry in the parishes and most of that is on stipendiary clergy.

Besides that, we have a number of specialist services covering stewardship, fundraising, safeguarding (protection of children and vulnerable adults), communication, social responsibility and many other areas of church life. About one fifth of our total expenditure on central staff (Church House, Truro staff) is absorbed in what is usually called administration, amounting to a little over 3% of our total budget - that is based on £200K out of £6.11m.

Income		Expenditure	
MMF Call:	£4.9m	Ministry:	£6.0m
<b>Not paid:</b>	<b>-£0.6m</b>	Other:	£1.8m
External:	2.0m	Total:	£7.8m
Church Commissioners:	£0.9m		
Total:	£7.2m	<b>Deficit:</b>	<b>-£0.6m</b>

Above are examples taken from 2017 budget figures.

The 2018 budget is:

Income		Expenditure	
MMF Call:	£4.9m	Ministry:	£6.0m
<b>Not paid:</b>	<b>-£0.6m</b>	Other:	£2.5m
External:	£2.3m	Total:	£8.5m
Church Commissioners:	£0.9m		
Total:	£7.5m	<b>Deficit:</b>	<b>-£1.0m</b>

The 2019 budget is:

Income		Expenditure	
MMF Call:	£5.0m	Ministry:	£5.6m
<b>Not paid:</b>	<b>-£0.7m</b>	Other:	£2.6m
External:	£2.3m	Total:	£8.2m
Church Commissioners:	£0.9m		
Total:	£7.5m	<b>Deficit:</b>	<b>-£0.7m</b>

### 2. Q: What will happen to historic MMF debts under the new system?

A: MMF is a voluntary contribution and therefore any historic unpaid MMF contributions do not appear on the Board's balance sheets. However, unfulfilled contributions will continue to be carried forward from the old system into the new system. Most of our parishes have a deep sense of faithful giving and we will not discourage any contributions from previous years should the parishes be in a position to make up any historic shortfalls.

3. **Q: In the new proposed approach of allocating the MMF, Principle 6 uses the term “accountable” rather than tasked. Accountable implies consequences. Do you have in mind how deaneries will be held accountable?**

**A:** MMF is a vital part of enabling God’s mission in our diocese. Without it, we would not be able to support our clergy and we see this as a mutual responsibility, agreed by parishes’ elected representatives on Truro Diocesan Synod, and so we are all accountable.

In terms of the deaneries’ specific roles, each deanery will be responsible for allocating the deanery MMF call fully between the parishes in its deanery. We will not accept a deanery return which leaves MMF unallocated. Secondly, whilst the diocesan finance team will remain responsible for receiving and processing the MMF collection, and contacting parishes where payments are falling behind, we would expect the deanery to play its part through stronger parishes supporting weaker ones. Ultimately, MMF collection rates will need to be considered by the deanery and the Episcopal College when considering sustainable deanery plans.

4. **Q: Who will be responsible for ensuring that parishes pay their MMF as far as they are able, the deanery or Church House?**

**A:** The diocese will retain the primary responsibility for processing, recording and chasing up parishes’ allotted MMF payments. The deaneries will have a role to play in determining and allocating the MMF fully between the parishes, on the basis that parishes are fully involved with the process. This deanery’ involvement will provide deaneries with a better understanding of finances within the deanery and of each parish’s ability to pay. By taking this into account at the allocation stage this should also feed through into increased MMF collection rates. Should it become clear to the deanery that it will struggle to meet its allocation, then the deanery should contact the finance team at Church House so that they can establish the best way to support their needs.

5. **Q: How are the deaneries supposed to decide the difference between parishes that won’t pay and those that can’t pay?**

**A:** On the whole the deaneries will have a good sense of what is happening on the ground. Making this new approach work will depend on good communication and collaboration. There will also be a dependency on everyone’s sense of discipleship and their sense of shared responsibility for the cost of ministry.

6. **Q: How will we ensure that deaneries have the necessary skills base to deal with this?**

**A:** Church House will offer facilitators to help with this process. It will also provide the deanery treasurers with a toolkit to help start the conversations.

7. **Q: Why not cut the pay of diocesan staff by, say, 5%?**

**A:** Every time we appoint lay staff we assess the comparable pay in their area of work, otherwise no-one would apply. We value our staff, who are very committed to their work, and we would not want to give them a message that we no longer consider them as valuable employees. In any case, reducing the pay of existing staff is not easy to do for a variety of reasons. Ultimately, reducing lay staff members’ pay would not significantly affect MMF, as the main costs remain providing for stipendiary clergy.

8. **Q: Do we have too many staff at Church House?**

**A:** Diocesan Synod approved our budget for 2018 which includes 42 full time equivalent posts (it was 32 FTE in 2017). Whenever a vacancy arises, no post is filled automatically and we continue to look for more efficient ways of working. Our level of resources is considered one of the lowest of all dioceses which has resulted in us being very restricted in developing further services to support parishes. The increase in

numbers in 2017 was dramatic but 8 posts relate to the Transforming Mission project. We believe that our work in Transforming Mission is a crucial investment in our shared future and one that will ultimately be self-sustaining.

**9. Q: Why not merge with the diocese with Exeter and save on central costs?**

**A:** Truro already spends less on its non-parish activities than any other diocese. In most cases a person located in Exeter would find it very hard to look after activities at the far west of Cornwall, 120 miles and up to three hours away.

**10. Q: Can we not save money by doing more things together with the Methodist Church?**

**A:** In a small number of places there are joint schemes which work well and in some villages clergy from both churches help each other, especially where they cover large areas. Nationally, there has not been a significant move towards uniting in a way that would significantly impact on costs.

## Clergy Costs

**1. Q: How is the cost of ministry calculated?**

**A:** In 2018 the figure of £56K includes: Stipend (including National Insurance) £29k, Pension £6k, Housing (incl. maintenance, in-going works, council tax, water) £13k, Glebe management £2k, HR, training and support £3k, and other costs £3k. This does not include the capital cost of the parsonages (the equivalent of mortgages for most people) but does cover some of the cost of upgrading the standards.

**2. Q: Can we make more use of ministries other than stipendiary?**

**A:** We are already doing what we can to develop this. In many areas, self-supporting ministry may well be the most cost-effective solution but, at the same time, we have to remember that much of the work takes place from Monday to Saturday which may be a challenge to those who support themselves by working during the week. House for duty priests; those with Permission to Officiate; Readers; Local Worship Leaders; and Local Pastoral Ministers are already carrying out a huge part of the ministry in the diocese. In purely numerical terms, non-stipendiary ministry already represents more than 90% of the number of individuals involved in some aspect of ministry in the diocese.

**3. Q: Why not reduce the number of clergy to what we can afford?**

**A:** Stipendiary clergy are at the heart of our parish ministry and our strategy is to build on that, both by better resourcing them directly and by developing alternative ministries to work alongside them. Whilst we continue to explore every opportunity to do our best with the current number of clergy, further significant reductions would seriously impact on our ability to minister to all of the people in every community, rather than being selective and working just with those communities who can afford us to do so. In addition, clergy have Common Tenure which means that they are office holders, not employees. Apart from in exceptional circumstances, the diocese cannot make clergy redundant in the way that a secular organisation might. In any event, the question perhaps ought to be: "How do we ensure that we can afford the clergy that we value and believe the people of this diocese need?"

**4. Q: Should curates be a charge on the whole diocese and not each deanery?**

**A:** As a result of the Deanery Challenge (2014), the costs of curates were allocated to the deanery where they serve. In the MMF calculation for each parish, they are considered a cost to the whole diocese and will be apportioned across the whole of the diocese. However, the overall difference is not great.

- 5. Q: Should clergy pay their own council tax and water charges?**  
**A:** Some dioceses work this way but if we were to introduce this we would, to be fair to existing clergy, have to increase the stipend in compensation. Since clergy do not receive a salary but a complicated package of benefits - not always easy to value - comparison with secular pay is complex.
- 6. Q: Should we not change to paying clergy a salary?**  
**A:** This is not a matter for the diocese in any case, our hands are tied by the national and legal status quo, but the concept of stipend is that individuals are enabled, with their partners and families, to undertake a substantial commitment to the community. One factor in providing them with housing is that they then do not have to divert energies into the maintenance of their properties.
- 7. Q: Can we change the pensions to a lower cost option in the way that most employers have?**  
**A:** At present clergy receive a defined benefit pension when they retire. This reflects the fact that their stipends do not realistically allow them to save in a defined contribution scheme at a comparable rate to people in what might be considered to be comparable, secular jobs. We wish to ensure that clergy in retirement - many of whom continue to serve the church in various ways - are able to live in reasonable comfort. Many have been unable to buy retirement homes whilst they have been working and the church accepts a responsibility to help those clergy find a place to live.
- 8. Q: Can we reduce the number of bishops and archdeacons?**  
**A:** As with so many parts of society, we expect ever more from our leaders, and the workload and responsibilities of both bishops and archdeacons is considerable. Not only do they look after the way our parishes operate, they are also in the forefront of proclaiming the gospel widely to the rest of the county. Very little of the cost of bishops actually falls on the diocese, as the Church Commissioners pay most of this.
- 9. Q: How can you expect every parish to cover its own ministry costs?**  
**A:** Parishes do not have direct responsibility for covering their ministry cost. The fact that the diocesan income from other sources is insufficient for funding ministry at its current scale and in its current form means that parishes effectively fund ministry and the administrative/legal services associated with its provision. In the proposed new approach to MMF, a parish's authorised ministry costs is just the starting point. The deanery has immense scope to increase or decrease that starting point to arrive at the final MMF call for each parish.
- 10. Q: There seems to be an assumption that all deaneries will be equally able to cover their authorised ministry costs, yet some are clearly poorer than others. How do you intend to deal with this?**  
**A:** We are not certain whether deprivation significantly affects one deanery more than another as each has areas of affluence and areas of deprivation. Our current proposal for a different way of allocating the MMF suggests there to be some inter-deanery support as part of the transitional provision. We will explore this question further in the consultation process.
- 11. Q: Why have you not used the Index of Multiple Deprivation (IMD), at least at deanery level, to reflect a deanery's ability to pay, or to modify the costs in some way?**  
**A:** It is possible to extract individual aspects of the IMD, such as the income element as an indication of ability to pay, but what the IMD does not address is who actually attends church. The fact that a parish has significant deprivation does not necessarily mean that those attending the church in that particular parish come from those

deprived areas. Deaneries will have the ability to consider IMD statistics if they wish, when it comes to allocating MMF.

**12. Q: Why do Readers have costs associated with them - surely they cost us nothing?**

**A:** Readers are a vital part of the mission and ministry of the Church of England. They have the ministry of 'preaching and leading worship in a pastoral context' - they are licensed for a wide range of individual ministries, whilst remaining very much lay people. Many Readers have full-time or part-time employment outside the Church, others are retired or full-time family carers. Before Readers are licensed they have to undertake specific training and their licenses are also renewed every three years. The training, undergoing safeguarding training and continuing development as well as needing DBS checks, needs resourcing and support.

**13. Q: Why are we being charged for a PTO priest who doesn't actually take any services, do funerals or anything else?**

**A:** We value the contribution made to church life in the diocese by retired clergy with Permission to Officiate (PTO) who do officiate at services. PTO clergy are only licensed subject to undertaking a DBS check and taking part in regular safeguarding training events which are resourced through the central administration team at Church House.

**14. Q: Why are we charged for the cost of a priest when we are in transition?**

**A:** When a parish is in transition once the priest leaves, things don't just stop. The parishes are now provided with a Transitions Advisor to help the parish take stock and plan for the future. The parsonage, once unoccupied, needs maintaining and usually upgrading for when a new priest arrives; there are still bills to be paid, such as insurance and gardening etc. If we excluded positions in transition, the costs of clergy would be spread across fewer parishes, increasing every other parish's authorised ministry costs. It would also mean huge swings in MMF when a parish goes into transition.

**15. Q: Why are we being charged for a house, when it's being rented out and the diocese is getting the rental income?**

**A:** Similar to a transition period, the Board would always seek to rent out a property until a new priest arrives. Sometimes, because of the timing, especially when the property could benefit from an upgrade, this is not always possible because a minimum rental period is usually for six months. The Board is still responsible for ensuring the property is maintained, secured and insured. The annual budget for maintaining all parsonages and other Board properties is about £1.2m. The income from renting out properties is included in the "deanery allowance", which rebates surplus income back to the deaneries.

**16. Q: Can we ask for a house-for-duty priest, so we won't have to pay as much MMF?**

**A:** A house-for-duty priest is where the priest can live in the vicarage in exchange for offering priestly ministry to a benefice, but without receiving a stipend.

The appointment of a house-for-duty priest is intended to bring additional priesthood into the life of a local church and it is not a means of gaining a 'free vicar'. The deanery plan is agreed by the Episcopal College, which works closely with the deanery, and the quality of ministry has to be paramount. It is not just about appointing a priest, but appointing the right priest for the context and for the transitional task envisaged by a deanery plan.

**17. Q: We hear that Savills are now managing the diocesan property portfolio, what difference will this make to the service we receive and how much more will this cost the Diocese?**

**A:** Savills has taken on the role of managing agents from 1 January 2018 and this arrangement is already seeing a positive difference in how the portfolio is being managed, and response times have seen an improvement. Part of the outsourcing has also included tendering for maintenance works, which includes an out-of-hours emergency contact service as well as specified contractors to carry out cyclical decorating contracts. This outsourcing arrangement is costing the diocese slightly more but over time we believe that we will see a far more efficient and effective way of managing the portfolio with resultant cost savings.

## Increasing Income

**1. Q: What income does the diocese have?**

**A:** Apart from MMF, the diocese expects to receive in 2018: £860k grant from the Church Commissioners and £2,337k from investments, glebe rents and fees. But the greater part of our income is from parishes via MMF.

**2. Q: Can the diocese sell redundant housing stock?**

**A:** We already have a programme to reduce our housing stock closer to the number currently needed. However, the speed of the programme is constrained by the formal requirements of the process to amalgamate parishes and benefices. The diocese has a duty to provide a parsonage for each benefice.

**3. Q: Why does the diocese not increase fees?**

**A:** Fees for weddings and funerals are set nationally and we do not have any discretion to vary them.

**4. Q: Can we do more to encourage people to include their church in their wills?**

**A:** There has been some promotion of this in the past and through our parish resources team this continues to be discussed at every opportunity.

**5. Q: Why do some people not want to give to their church?**

**A:** Many people do want to give, and give gladly and generously. Our giving is always a response to the God who is generous to us and we give as part of our discipleship. There is plenty of 'competition' from many other charities, although local communities are also often very generous when it comes to meeting the costs of repairs and improvements to the church buildings. Raising the running costs of parishes, including the MMF - principally to pay for parish ministry - is a much harder challenge. Many congregations accept that these costs are part of their discipleship responsibility, and that it is somewhat different from other forms of charitable giving.

**6. Q: Should parishes use their reserves to meet the MMF?**

**A:** This is a decision for each PCC. In the long run, as with the diocese as a whole, living off inherited reserves is not an answer. Once reserves have been spent they cannot be used in future years. However, in the short term, it is difficult for some parishes to be expected to pay higher levels of MMF to subsidise other parishes which have a policy of retaining unrestricted reserves well above the level needed to meet their normal running costs.

**7. Q: Should the MMF not take into account that many of our congregations are elderly and on fixed incomes?**

**A:** Regardless of the make-up of our congregations, the costs of providing parish ministry remain the same. Unless we were to make deep cuts in these costs, each parish has to accept responsibility for its fair share.

**8. Q: How much do we get from the Church Commissioners and does this not cover the costs of ministry?**

**A:** We receive about £862,000 per annum from the Church Commissioners because we are considered to be one of the less well-off dioceses. This amount does not cover the cost of ministry which is £5,740,000. The greater part of our income is from parishes from the MMF.

**9. Q: Will the amounts that we receive from the Church Commissioners be changing in the future?**

**A:** As you would expect from any responsible organisation in this current financial climate, the Church Commissioners are keeping under review the amount of funding they provide to the less well-off dioceses. They have committed to provide us funding at the current level for at least another eight years (to 2026).

**10. Q: We earn loads from fees - why do we not directly see the benefits of this in our parish?**

**A:** On an annual basis, the Board of Finance receives approx. £250,000 to £300,000 in parochial fees, which under the current system are redistributed back to the deaneries as a deanery allowance, along with a share of our other income. The amount that deaneries will receive back by way of deanery allowance far exceeds the parochial fees paid to the diocese by the parish within the deanery.

**11. Q: What are you doing with all the other external income the diocese receives?**

**A:** For the 2018 financial year we have budgeted to receive £583,000 which comes from a range of sources such as the annual grant from Allchurches Trust; the block grant for Resourcing Ministerial Education; funds from the Church Commissioners towards the registrar's costs; the final payment in 2018 for transitional funding; and lots of smaller amounts. Despite the generosity from the parishes, the Church Commissioners, and our investment income, we are not able to cover the cost of our overall ministry (some £628K deficit budgeted for in 2018). We are able to use money from various funds to reduce this shortfall, but we are also having to use our reserves to balance the budget.

**12. Q: The Diocese has millions in reserves. Why isn't this being used so that MMF can be reduced?**

**A:** Most of the Board's reserves are held in either endowment funds, which can't be spent, or in restricted funds which can only be used in limited ways. Where the Board has discretion over how it can use its reserves, it has a Reserves Policy and it needs to be clear how it is going to use money it has received. The Board's reserves policy sets out the funds that we believe may be needed in order to deal with specific situations that may arise in a given year. The Board holds approximately £18.5m in such reserves, as explained in "Setting the Diocesan Budget 2018-2021".

**13. Q: The Diocese has been selling land and old parsonages. Why doesn't this lead to a reduction in MMF?**

**A:** Any income from glebe land sales, are transferred into the Stipends Capital Account and its prime purpose is to pay clergy stipends and this will lead to a reduction in MMF. If the Board sells a parsonage, the funds need to be ring fenced until a replacement property has been purchased.



## MMF (Mission and Ministry Fund)

1. **Q: Why does the diocese not recognise that some parishes do not have the ability to pay more?**

**A:** In revising the way MMF is allocated, deaneries will have the information to assess who is able to pay what. We recognise that in some places the raising of money is more effective, relative to the number and economic status of its population, than in other places. We are committed to ensuring that the diocese does what it can to help and support parishes to improve the way in which its members fulfil their discipleship duty to meet the costs of ministry in their parish.

2. **Q: Why do we have to support other churches who aren't as mission minded as us?**

**A:** One of the underlying principles behind the proposed new approach to MMF is the “one-body” principle. We are part of the wider Church of England, with parishes often sitting within benefices or clusters, and belonging to deaneries and the diocese. Unless we want a system where all parishes stand in isolation, and only parishes that can afford it are provided with stipendiary priests, then the ‘one-body’ approach inevitably leads to asking the stronger parishes to support the weaker ones.

3. **Q: Why do you not send out thank-you letters to those parishes who do pay their MMF?**

**A:** We usually send certificates each year to parishes that have met their full MMF and many proudly display them on their notice boards. We recently decided that we will reply appropriately to every contribution that we receive.

4. **Q: Why is MMF not compulsory? What sanctions can be imposed on those parishes that do not meet their commitment?**

**A:** Although the diocese is required to pay the stipends, there is no mechanism for making MMF compulsory. All we can do is our best to persuade everyone to share in the sense of discipleship and responsibility for the cost of parish ministry.

5. **Q: Why don't all dioceses have the same parish share arrangement?**

**A:** Parish share is one matter that is under the control of each diocese - many of the other factors are outside our control. Circumstances vary considerably from place to place and each diocese seeks to operate a scheme that best addresses the local needs. However, information is collated nationally and shared amongst all dioceses, both in terms of the form of the share scheme, and also how each is performing.

6. **Q: Does the cathedral, or St Mary's PCC, pay MMF?**

**A:** No, although at one time they did do so on a voluntary basis. However, the Church Commissioners pay the stipends of the dean and the residentiary canons of the cathedral, as well as those of the bishops.

7. **Q: Have you considered giving discounts for either early payment or for those who commit to a Direct Debit?**

**A:** Yes, we have considered such a scheme and introduced one for a while. It was withdrawn after a study indicated that it was costing more than it gained. However, we will consider this again as part of the consultation on the proposed new approach to MMF.

## What the diocese does

### 1. Q: Why are we reducing clergy year on year, whilst increasing Church House staff every year?

A: It is not a deliberate intention to reduce the number of stipendiary clergy. As a result of the trend in clergy retirements, and in response creating more multi-parish benefices to accommodate declining clergy numbers, especially in rural areas, we have seen a decline in stipendiary clergy numbers. However, as part of the Renewal and Reform programme dioceses are seeking to increase the number of candidates for ordination by 50% by 2020 and we are also investing in growing lay ministry. The central church's Renewal and Reform programme, which is mainly aimed at trying to reverse the trend of declining and ageing congregations, has provided funding towards the Transforming Mission initiative. The funding will allow us to invest in specific areas for church growth which need resourcing. As a result, there has been an increase in centrally appointed and locally deployed staff to ensure we attend to growing the church. These posts will need to be sustainable after a period of five years, when the funding stops.

### 2. Q: Everyone else is cutting costs because of reducing, ageing congregations. What are you doing to reduce costs at Church House?

A: The diocese's biggest costs are stipendiary clergy; other costs of ministry; and staff at Church House. The diocese has a robust budget process to keep any cost increases to a minimum. However, many of our costs are governed by church legislation, and increasing regulations impose more obligations on the diocese as "landlords" in respect of parsonages, other properties, and glebe land, as well as in other areas of our activities. If we were to reduce costs it would mean reducing the number of clergy, and / or reducing those Church House staff who are there to help parishes. This would be likely to make the trend of reducing and ageing congregations worse rather than better. In the same way that the Church Commissioners are seeking to reverse this trend by investing reserves in specific diocesan initiatives (including some in our diocese), so we too are using reserves to fund initiatives to help parishes and deaneries.

### 3. Q: Why are you spending £125,000 on a diocesan assembly when everyone is struggling financially?

A: Bishop Tim had this initial idea to provide an opportunity for people to come together and find out about the new diocesan strategic plan following the Confidence in the Gospel. As we are now in Vacancy and the new bishop is unlikely to be in post by the end of 2018 it has been agreed to postpone the Assembly to 2020. This will give the new bishop the opportunity to be part of the conversations about any future Assembly.

### 4. Q: Why are we employing a diocesan environmental officer? There are plenty of places where parishes can get advice on environmental issues if they want it.

A: Caring for the environment is one of the five Marks of Mission: "To strive to safeguard the integrity of Creation and sustain and renew the life of Earth". In the fixed term appointment (two years, less than two days per week) of the Environmental Officer we have someone who is passionate about the environment. As such they have an ability to reach people for whom environmental issues are so important. This role is there to help parishes to connect with those people through the work of the church in environment matters. The Environmental Officer has also started to investigate the use of some of the diocesan assets such as properties/glebe land for environmental projects.

### 5. Q: Why are we employing someone for the Cornish Celtic Way?

A: The role of the Cornish Celtic Way Facilitator is to encourage pilgrims and other visitors to Cornwall to use routes which all include visits to parish churches. In some of the rural churches, visitors are exceedingly generous and give more than the

congregation is able to. The facilitator has been appointed on a part-time, fixed-term contract for two years, after which the situation will be reviewed. Like the environmental role, this is a mission initiative aimed at reaching those who are visiting the county in the hope that they keep returning to our churches.

**6. Q: What is Transforming Mission and how will it affect us?**

**A:** Transforming Mission is about developing a model for the renewal of Anglican Church life across our communities, starting in Falmouth, which will be adapted and rolled out across other places. We seek to create a thriving church community that attracts and supports all ages, including families and the student generation. This church community will have at its heart a desire to spill out of its own walls to proclaim good news, serve its community, resource and bless other churches, and to be the catalyst for growth in discipleship, evangelism and community-building.

**7. Q: Why is it all happening in Falmouth?**

**A:** Falmouth is one of Cornwall's larger communities with a significant and growing student population, a vibrant place of energy and vitality and recently identified as one of the very best places to live in the United Kingdom. A combination of factors, including the size and nature of the deanery and the growing commitment of the churches to work together across parish boundaries, have led us in faith to identify Falmouth as the right place to start the Transforming Mission programme, but we plan swiftly to apply what we learn in other comparable places, and to grow pioneering and prayerful leaders to minister in these and other contexts.

**8. Q: How much is it all costing and who is paying for it?**

**A:** The Diocese of Truro has been awarded £1.2 million by the Church Commissioners for Transforming Mission project, with £199,000 external income budgeted for 2018, and £201,000 and £203,000 for 2019 and 2020 respectively. This is a five to six-year programme and the funding will be provided across that time-frame, and will only be paid against incurred costs. Not all of the costs will be met by the Church Commissioners and the diocese is also contributing in total £665,000 over the same five to six-year period.

**9. Q Can the diocese help parishes with processing Gift Aid and with local stewardship?**

**A:** We have parish resources officers at Church House who can help with these matters, but we are looking at making more use of the website to distribute information and advice.

**10. Q: Have you really tried to improve the efficiency of the central administration?**

**A:** We regularly review our staffing and the way in which things are done. The move to Church House, for example, prompted the introduction of digital document management which will reduce the amount of office space taken up with storing paper and will improve access to historical information. More recently we it has also outsourced the property management to Savills which will bring a number of efficiencies.

**11. Q: What do the diocesan staff do? Why do we need them?**

**A:** The staff at Church House are partly involved in ensuring that we meet the legal and regulatory requirements we have to live under (such as Diocesan Advisory Committee provision, Diocesan Mission and Pastoral matters, Safeguarding, Finance, Parsonage maintenance) but more especially provide a range of specialist services (Communication, Stewardship, Fund Raising, Social Responsibility, Training). A small team deal with Education but others located at Church House are part of Askel Veur, which has a specific role in relation to schools.

**12. Q: Who pays for these Church House functions?**

**A:** These Church House functions are paid for by the diocese and form part of its annual budget. In summary form, the amounts are:

Income		Expenditure	
MMF Call:	£4.9m	Ministry:	£6.0m
<b>Not paid:</b>	<b>-£0.6m</b>	Other:	£1.8m
External:	2.0m	Total:	£7.8m
Church Commissioners:	£0.9m		
Total:	£7.2m	<b>Deficit:</b>	<b>-£0.6m</b>

Above figures are based on 2017 budget.

So, whilst the budget is not actually this straight forward, the external income could be said to pay for the Church House functions, with the MMF and remaining income funding ministry.

**13. Q Can you reduce/increase the amount of training/support provided from central funds?**

**A:** Both lay and clergy need regular updating in many different areas of church life as both new ways of doing things come along as well as information on rules and regulations. We work within a very small budget for this and rely heavily on the expertise to be found at parish level.

**14. Q How does the diocese decide how clergy will be deployed?**

**A:** The conversations about clergy deployment take place at the Episcopal College and deaneries are involved with this process through their deanery plans.

**15. Q: What is happening with AMD?**

**A:** Accompanied Ministry Development is a key part of the diocese's strategy, Confidence in the Gospel, and it is no longer a special initiative but our usual way of investing in clergy, parishes and deaneries to encourage discipleship and enable mission. The Bishop's Diocesan Council has approved a proposal to enable the Accompanied Ministry Development programme to evolve and build upon the strengths and successes of what has been done so far and address areas for development.

One of the key changes is that the participants of each cohort will create the programme to suit their needs and the needs of their parishes/benefices, and that more people will be directly involved in the programme.

**16. Q: Is AMD still compulsory?**

**A:** The bishops expect all parishes/benefices and incumbent status clergy to participate in AMD. Priests and Parishes will be invited to indicate the most suitable time for them to participate given their particular circumstances. Several deaneries have indicated their interest in attending as a deanery and we are keen to accommodate that possibility.

**17. Q: Has AMD made a difference?**

**A:** The independent research project carried out by York St John University (funded by St Luke's College Foundation) has identified a number of areas where AMD has had a significant impact: clergy have reported that they feel less isolated; many of the parishes have developed and are successfully delivering a variety of mission initiatives which are making connections, touching more people with the gospel, and bearing fruit; the bishops have made deeper connections with the clergy and people in the parishes; and the relationships with the team at Church House have strengthened.

## Communication

**1. Q: Why do you not communicate more with parishes?**

**A:** Communication is forever changing and today there are many different ways to take the gospel message to different groups and generations. It is essential that we continue to communicate with our parishes and a great effort goes into communicating by post, email, the e-Bulletin, social media etc. and of course we will continue to ensure that we look at ways in which we can do better. Our Head of Communications is already developing ideas for more effective ways of working, not only so that information can flow out from the diocese to parishes and the public, but also so that we can hear more clearly what you are saying to us.

**2. Q: Could you produce a video on what MMF goes towards?**

**A:** What a great idea! Indeed, we are aware that some other diocese have already done this. We have passed on this suggestion to our Head of Communications to look into it further.

## Other

**1. Q: Church attendance is falling across the Church of England. Surely this should be seen as the responsibility of the national church or the diocese, not the parishes?**

**A:** The principles that are at the heart of the parishes are crucial for the Church of England, which includes the sense that we are there to serve every member of our community. Wider organisations can help to improve the overall image and presentation of the gospel message, but real responsibility lies equally at the local level, which is why there is a very wide variety both in style and performance from one parish to another. We are one body and must all share in this responsibility.

**2. Q: What is the relationship between the cathedral and the diocese?**

**A:** The diocese is the overall organisation of the Church of England in our county. It is led by the Bishop of Truro, assisted by a suffragan bishop and two archdeacons. Church House and its staff help parishes to realise the vision which the senior staff have for the diocese. The cathedral is a separate organisation, with its own staff and finances that is both an iconic representation of the diocese but also very much its spiritual heart. Formally it is the seat of the bishop, but is led by the Dean and Chapter, with the help of the residentiary canons.

**3. Q: Would it be better if parish funds were held and invested through a central scheme?**

**A:** Parishes are independent organisations but can voluntarily do things together. The diocese does not have professional fund managers, and is not authorised to manage funds on behalf of other organisations. We therefore use external fund managers to manage our financial investments. There is no reason why parishes shouldn't use the same managed funds that the diocese uses, and indeed, many parishes already do so.

**4. Q: Would it not be more cost effective to withdraw clergy from low population parishes or small congregations and concentrate on the larger towns or more successful churches?**

**A:** The Church of England is committed to having a presence in every community. Sometimes this comes at a cost, in comparison with the cost savings that secular business achieve through reducing the number of outlets. There is evidence that a policy of withdrawal to larger centres would have an overall negative impact as well as continuing the decline of the sense of community and fellowship in small places.

**5. Q: Why do you not close more churches and save the cost of maintaining them?**

**A:** Closing a church, especially one of the very many listed medieval buildings, is a long and expensive process. Although help is given in those cases where local communities

have collapsed, or perhaps the church was built in a place that never had much population, this is not an option in the foreseeable future for most of our churches.

**6. Q: Would it not be better to out-source your work to other organisations who can do it more efficiently?**

**A:** There are some things better done in-house where we have specialist knowledge and experience about things that are special to church organisations. Other tasks may well be better outsourced and we are looking closely at this. We have already contracted out our payroll to a specialist and our IT support is bought-in from an expert company. Similarly the day-to-day management of our glebe land, parsonages and board properties have been outsourced.



DIOCESE OF TRURO  
DISCOVERING GOD'S KINGDOM  
GROWING THE CHURCH

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