



**A Working Document that describes our journey towards the new structure of
Wigan Deanery
Third Revision June 2019**

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1. INTRODUCTION

Tim Montgomery, leader of the *Transforming Wigan Project*.

When I took on the post of Director of Mission for Wigan in 2015 little did I know how challenging the task would be and just how amazing are the disciples of Jesus in Wigan and how wonderfully faithful God is when his people set out on a new journey through uncharted territories with him.



In 2013 the church leaders in Wigan began to pray and imagine a different future for the town and borough in terms of its connection to the life of the church. There was a clear dissatisfaction with the statistics that showed Wigan itself and the Church in its midst to be in a poor state. Wigan Council – with its wonderful slogan ‘Believe’ – had begun to address many of the economic, social, health and education challenges and was developing ‘The Deal’ as a new community strategy within a new hub structure. Church leaders began to form the ‘Transforming Wigan’ project to address the spiritual heart of the matter and to reconnect the life of the local church with the whole people of God, the majority of whom had lost that connection or had never had it.

In 2014, one of the first strategic development grants was awarded by the Church of England to the Diocese of Liverpool to carry out this project to deal with the three burning platforms of ageing money, retiring clergy and broken buildings.

My role in this has been to lead the change to fulfil the key objectives but, more importantly, to gather together the leaders who would form a ‘Guiding Coalition’ to set the vision for change and work out a clear strategy for accomplishing it. Keeping everyone in our churches connected to the change journey has been a huge challenge, but I would venture that we have reached a tipping-point and that most people are now engaged whether they see themselves as partners or protestors! We are beginning to see signs of growth.

We have an audacious vision to enable one in ten people in Wigan to be on the journey of following Jesus. We have an equally bold strategy to renew discipleship, re-orientate church and revive our communities. Our focus is now on establishing strong leadership and deeper discipleship within a renewed structure to best enable the growth we desire. We are growing a bigger church to make a bigger difference.

Remembering our vision and ‘why’ we are doing this needs to be kept at the top of all our agendas. But this scoping document focuses us on the ‘what’ and ‘how’ of the structural changes that are being developed in our ongoing Deanery consultation to form a single charity to best serve the vision and strategy going forward.

It is my privilege, alongside the other members of the project team and in partnership with the Archdeacon and our Bishop, to continue to serve in this movement for change. God encourages us to be strong and courageous which, when he says those words, usually means the situation we are facing will require us to be so! But God also says that he knows the plans he has for us, for a future and a hope.

God is for us and with us. Proverbs 16 verse 9 says that whilst we plan our course, God establishes our steps. Let us move forward in faith that God will continue to grow His church and will keep doing it through us.

A handwritten signature in blue ink that reads "Tim".

Revd Canon Tim Montgomery

2. ENDORSEMENTS

The Venerable Jennifer McKenzie, Archdeacon of Wigan and West Lancashire

Three years ago, I landed here on this soil, in this place and took up a new ministry amongst a people new to me. My husband and children still across the pond, I learned to drive on the right side of the car but the wrong side of the road. The florist delivery man called me 'love'; I learned to eat my tea, to eat pies that are savoury and not sweet, and gained my first ever experience of a panto replete with switched gender roles, annually repeated songs that had nothing to do with the play, and audience participation the likes of which I've never seen before.



Yes, change is hard; but with that hard work comes immense blessings.

I knew I had really landed when at the end of a chat over the phone with a Churchwarden who was every ounce a Wigan lad, I hung up the line and realised I had actually understood every single word he said! The people of Wigan have sunk deeply into my soul in these short three years, and I am grateful for your welcome and your patient engagement with me as I learn alongside you all that is the Wigan Deanery, Transforming Wigan, and the people, places, churches, and structures that together make up Church Wigan.

The challenges we face and the problems we seek to transform, are not insurmountable because God has gone before us and is leading us in these new paths. Wiganers are known for their candour, so let's speak honestly here, shall we? There has been a lack of compulsion for co-operation within our existing church structures—often we have been on an inward-looking journey, which has resulted in the church not being there for struggling communities. This practiced isolation has led to a lack of joined up ministry. And without that joined up thinking and acting, the vision perishes, and with no vision, there is poor stewardship and low average giving per head. That lack then depletes the ministry resources we have and thus we begin the downward spiral that has led us to where we were three years ago—cutting clergy, crumbling buildings, and crushing debt.

There is only one way forward, and that is together. I know that this is a difficult journey for most: we must learn new ways of travelling down the road; to understand language spoken with a curious accent; we must adopt a new culture of what it means to BE church. In short: for a hopeful future the whole that we are together must be greater than the sum of our parts. This is the journey we are on. Be assured that we are all on it together. Be assured of my prayers and support.

Jennifer

The Rt Revd Paul Bayes, Bishop of Liverpool.

Dear friends in Christ,

Together with all those who share oversight of our Diocese, I am immensely encouraged by the courageous plans for creative change you have made in Wigan, and the progress being made towards making them a reality. Across the Diocese we are asking God for a bigger church to make a bigger difference, and we say “More people knowing Jesus, more justice in the world”. I am glad, and proud, that the Wigan initiatives support this aim wholeheartedly.



Change always brings turbulence and often brings anxiety. I know that for some of you, too, the period up to 2020, where change is really bearing upon us, will be a difficult time. For others, of course, the change has been too slow and is not radical enough! But for all of us these are challenging times - and yet I am convinced that God is at work in this; that which seems impossible to us is always possible for God. We need to continue to see what God is doing and keep joining in.

Let me say clearly that I trust my colleagues in Wigan who carry the responsibility for detailed operational change. This scoping document outlines the important details of ‘what, when and how’ we will change so as to be a flourishing Christian Community for the decades to come.

To get to this point has involved detailed discussions at national and Diocesan level over these past years. I commend this document to you and am grateful to colleagues for the work done and for the clarity it brings about the way forward.

Of course a number of aspects remain to be worked out, and I thank you all for your sustained and courageous engagement in the process of doing so, as together you listen to what God is saying and wrestle with the opportunities he is presenting to us as co-workers in His Kingdom.

This comes as ever with every blessing, with assurance of prayers, and with my warm good wishes,

+Paul

3. THE FOCUS FOR ACCOMPLISHING THE VISION

3.1 Discipleship

To enable many more people in Wigan to embark on and continue their journey with Jesus we are discovering more ways of being Christian community. We are developing broader forms of leadership with more people joining leadership teams to put their gifts and ministries into action in partnership with others. We are rediscovering what it means for each of us to be a disciple who makes disciples. With this attitude and approach we will grow.

We are moving to a new landscape where we have different types of Worship Communities alongside our traditional ones, where more people can experience living in Christian community. They will build on the best of our experience of engaging with our communities over the decades, encouraging the place of connection to be the place of belonging to the Christian community. We are planting new types of Worship Communities in schools, around community projects and within other organisations, serving where there is need and finding God is alongside us as we go. Each Worship Community will be helped to develop its disciple-making culture and to articulate its purpose within the wider community.

(NB. While being and growing disciples is the primary goal of the Transforming Wigan initiative, the developments in this area are not detailed in this document, as its main focus is restructuring.)

3.2 Leadership

Our aim is to develop the ministry of many more leaders. We will identify, train and mentor lay leaders to work in teams to lead our traditional and new Worship Communities. These teams will usually be led by commissioned Local Missional Leaders (LMLs). We have developed a flagship lay leadership training course, Cultivate. Stipendiary clergy will lead their new Parishes as Hub Leader and Associate Hub Leader. Other licensed clergy and Readers will continue to serve within the new Parishes and across the Deanery accordingly. From October 2018 our stipendiary clergy have been putting greater emphasis on cultivating lay leadership as we focus on a) refreshing current Worship Communities with a renewed character of mission and ministry; and b) pioneering and planting new Worship Communities to create opportunities to reach further into the communities and networks.

3.3 Restructuring

Our strategy to accomplish our vision will establish a renewed Church that can flourish in worship, fellowship and outreach and can work as one body in Wigan to revive the spiritual heart of life. The transformed shape will be a Team Ministry Benefice with seven new Parishes and many Worship Communities. This is a 'hub-and-spoke' model in which new Parishes will operate as hubs with the many Worship Communities (existing and new) forming the many spokes. The overall vehicle is the Deanery itself which is currently being called 'Church Wigan.' *NB in this document 'new Parish' means one of the seven new larger Parishes being formed, these have hereto been referred to as 'Hubs'. The existing 29 Parishes, that will cease to exist in 2020, will be referred to as 'current Parishes' in this document.*

The Benefice and smaller number of new Parishes will allow us to become effective as a Deanery, enabling us to serve and influence the Borough of Wigan in a more coherent way. Partnerships with the Council and the NHS are already beginning due to the Deanery being able to speak as one.

A smaller number of larger new Parishes will also reduce the amount of bureaucracy, 7 organisational structures to maintain instead of 29. In addition, where it makes sense to do so (financially or for mission and ministry purposes), we will undertake certain administration tasks at Team Benefice level e.g. 'core-services' for administration, finance, buildings, communications, HR, safeguarding, funerals co-ordination etc.

A key aim of restructuring is to free people up for mission and ministry.

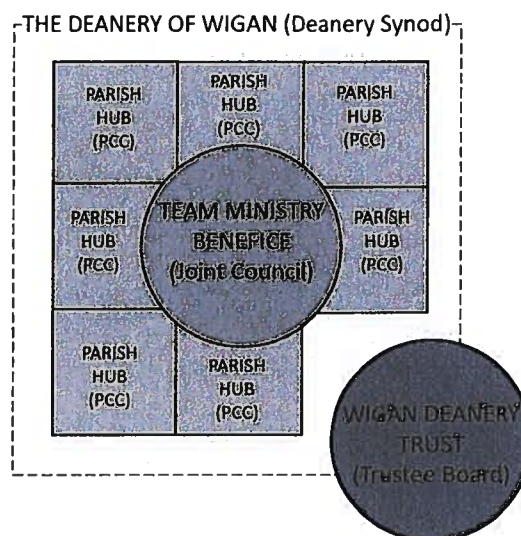
4. STRUCTURE, GOVERNANCE & REPRESENTATION

The restructured Deanery will be a Team Ministry Benefice with seven new Parishes. This will be led by the Team Rector. Every new Parish will have two stipendiary clergy (Hub Leader and Associate Hub Leader) who will be Team Vicars in the whole Benefice. The Deanery (Church Wigan) will have a number of 'pan-Wigan' networks operating across the whole e.g. youth, schools, alpha, etc.

The Benefice will have a Leadership Team, the Church Wigan Leadership Team (CWLT), comprising the Team Rector and the Hub Leaders of each new Parish. Each new Parish will have its own Hub Leadership Team (HLT) to develop and lead the strategy for growth on the ground in that area. The Benefice will have a Joint Council (JC) elected at the Annual Parochial Church Meetings (APCMs) from the membership of the new Parochial Church Councils (PCCs) of each new Parish. The definition of the division of responsibilities between the new PCCs and the Joint Council will be defined by a 'Church Representation Rules Scheme' agreed by the special parochial church meetings of each new parish in January 2020. The Deanery will continue to have an Area Dean and an elected Synod according to Church Representation Rules.

These diagrams describe the new structure of the Deanery. Seven new Parishes are formed within a Team Ministry Benefice to replace the current 29 Parishes. Along with the Deanery Synod, they form the ecclesial structures of the whole.

In addition, a non-ecclesial charitable body **will be** created, the Wigan Deanery Trust, to give the Deanery a resource arm to enable effective and efficient management and support as well as a means for raising grant funding (see Section 8).



4.1 The working structure of Wigan Deanery

SYNOCDAL STRUCTURE	DEANERY STRUCTURE	BENEFICE STRUCTURE	PARISH LEADERSHIP STRUCTURE	WIGAN DEANERY TRUST
Area Dean and Lay Chair	Team Ministry Benefice	Joint Council + CW Leadership Team + Finance sub-committee + Churchwarden sub-committee	Team Rector	Board of Trustees
Standing Comm/tee	Parish (Hub) 1	PCC 1 + Hub Leadership Team	Team Vicar + Team Vicar	Employees (non stipendiary)
Deanery Synod	Parish (Hub) 2	PCC 2 + Hub Leadership Team	Team Vicar + Team Vicar	
Diocesan Synod	Parish (Hub) 3	PCC 3 + Hub Leadership Team	Team Vicar + Team Vicar	
General Synod	Parish (Hub) 4	PCC 4 + Hub Leadership Team	Team Vicar + Team Vicar	
	Parish (Hub) 5	PCC 5 + Hub Leadership Team	Team Vicar + Team Vicar	
	Parish (Hub) 6	PCC 6 + Hub Leadership Team	Team Vicar + Team Vicar	
	Parish (Hub) 7	PCC 7 + Hub Leadership Team	Team Vicar + Team Vicar	

- New PCC members are elected from new Parishes. Joint Council members are elected at APCMs from among new PCC members.
- Deanery Synod members are elected from the new Parishes and are ex-officio members of their respective new PCC.
- Team Vicars are Hub Leaders and Associate Hub Leaders; they are licensed to the Benefice.
- The Team Rector, *who is the incumbent of the Benefice*, will be a separate post.
- The Area Dean may be any one of the Benefice clergy
- The Joint Council is a charity and the new PCCs are charities. *JC and PCCs may need to register directly with the Charity Commission.*
- The Wigan Deanery Trust is a Charitable Company Limited by Guarantee.
- The Team Rector is Chair of the Church Wigan Leadership Team that works in partnership with to the Joint Council.

4.2 Consultation process on the new Pastoral Scheme

An informal consultation process began in 2016. The documents relating to this process were collated and available to the Church Commissioners at the end of 2018. A two-stage formal legal consultation began on 15th January 2019, with the publishing of the draft Pastoral Scheme for restructuring the Wigan Deanery that is proposed to come into effect on 1st January 2020. Representation on the content of the new Pastoral Scheme can be made to the Diocese and Church Commissioners during this period. See Appendix 1 for further details.

5. THE TEAM MINISTRY BENEFICE

The current Parishes of the Deanery will be formed into seven new Parishes that will be collectively held in the Team Ministry Benefice which covers the whole of the Deanery of Wigan.

5.1 The Benefice

The Benefice will be held by the Team Rector. Ministry is led by the Team Rector, together with the Bishop. The Benefice is governed by the Joint Council. All the church buildings of the Deanery, the Parsonage and all churchyards, are vested in the Team Rector. All halls that are currently PCC property will remain vested in the new Parishes. Vicarages are the responsibility of the Diocese.

5.2 The Joint Council (JC)

The Joint Council will be a charity, as will each of the seven new PCCs. The JC will have the same objectives, purposes and functions as a PCC.

The members of the Joint Council will be: the Team Rector, seven Hub Leaders, one elected lay person from each new Parish, one Finance sub-committee member and one member of the Churchwardens' sub-committee (both nominated by those respective committees, to be persons not already members of the JC by other means) - 17 in total. JC lay members will serve for a period of 3 years. The JC will have a Standing Committee.

From January 2020 onwards lay members are elected by the APCM in each new Parish for a three-year term. They can serve for a maximum of two three-year terms, although there will be an expectation that they only serve one term to ensure a healthy turnover. They must already be PCC members (in other words, only PCC members can be candidates).

A Shadow Joint Council will be formed in September 2019 and will meet until end December 2019. In July 2019, Shadow PCCs will elect one representative to be a Shadow Joint Council member. It is expected, but not guaranteed, that those who are Shadow Joint Council representatives will be elected onto the Joint Council of the APCM in January 2020. In January 2020 the Joint Council will have its first formal meeting and members' terms of service will run from January 2020. The initial terms of elected members will be for 1-3 years to enable 1/3 to be new each year going forward. Each person's term will be decided by lot at the first formal meeting in January 2020.

The JC will be chaired by the Team Rector. A Secretary and Treasurer will be duly appointed.

The division of governing responsibilities between JC and PCCs will be legally defined by a 'Church Representation Rules Scheme'. Special parochial church meetings in each new parish will agree this scheme in January 2020, and once it has been agreed by the Bishop, the Joint Council will officially come into existence. A draft of the CRR scheme with notes was issued to interested parties in April 2019. The Joint Council will be responsible for:

- a) Governance of the Benefice
- b) Overall financial strategy of the Benefice
- c) Financial oversight of the Benefice
- d) Financial management of the Benefice
- e) Relationships between the Joint Council and the new PCCs
- f) Decision making on matters of mission and ministry brought by the Church Wigan Leadership Team

- g) Ensuring that core services operate effectively to support the mission and ministry of the new Parishes (including certain aspects of building management)
- h) The relationship, coordination with and delegation to the Wigan Deanery Trust

In practice, this means that the Joint Council will work in partnership with the Team Rector and the Church Wigan Leadership Team to make the strategic decisions required to best manage the development and growth of Church Wigan.

The Joint Council will also work in partnership with the Wigan Deanery Trust to best manage the resources of the Benefice including the buildings, finances, staff and core services (see section 8). It is envisaged that the Joint Council will choose to delegate responsibilities to the WDT such as: employment and payment of non-stipendiary paid personnel; management of certain core services; raising grant and other funding (see section 8).

For further details on the operation of the Wigan Deanery Trust and its relationship with the Joint Council see Appendix 4 Interrelationships within Church Wigan 15th May 2019

5.3 Status of Buildings and Canon Law

The new Parishes will have many buildings to use to further their mission and ministry – churches, halls, vicarages and others. The Scheme assumes that every existing Parish church will maintain that status in the new structure as a new Parish can legally have more than one Parish church. Any hall or other building that is licensed as a place of worship will also maintain that status. There are no plans at the outset of this Scheme for any one church building to take prominence in a new Parish (e.g. as a ‘resource church’) but there is nothing to stop a new PCC deciding on such a development in the future.

Previously Canon law B11 & B14 stipulated that morning/evening prayer and communion needed to be undertaken in each new Parish church every week. These rules have now changed in law such that these requirements are now only placed on the Benefice. This significant change will allow new Parishes the flexibility to fully align patterns of worship to the culture of each Worship Community. Hub Leadership Teams, under the guidance of Hub Leaders and Associate Hub Leaders, will evaluate and consult on any changes to be made regarding service patterns within the Hub/new Parishes.

5.4 Financial assets

The financial assets of the 29 current Parishes will become the financial assets of the 7 new Parishes.

Restricted funds will remain restricted for the purpose that they were given. The following example, taken from Diocesan guidelines on merging parishes, is given for clarity: *Church A has already raised £50,000 towards essential repairs and improvements; these are held in a restricted fund. Can church B now use this money to make improvements to their building? The simple answer is no. When the parishes are merged together the existing restrictions on any donations received still applies after the merger. Donations specifically given for building improvements or repairs at Church A can still only be used for that purpose even after merging with another parish.*

Designated Funds will be under the control of the new PCC but where a fund has been designated for a specific purpose (e.g. a building project or pre-arranged parish event) that designation will be respected.

For further details see Appendix 5 Raising Funds Policy 2019

5.5 Team Rector

The Team Rector will lead the Deanery, being the focal point for the Church Wigan Leadership Team, the first among equals, an example of servant leadership and person of unity. The Team Rector will be a separate post. ~~The role will be advertised in the summer of 2019 with a view to appointment once the new financial~~

5.6 Church Wigan Leadership Team (CWLT)

The Church Wigan Leadership Team will discern the direction and development of Church Wigan. The Team Rector will act as Chair. All Hub Leaders will be members. Other individuals will be co-opted according to need and by the invitation of the Team Rector (usually serving until the end of the calendar year unless re-co-opted the following January). A Secretary will be appointed. The CWLT will work in partnership with the Joint Council in a relationship of mutual accountability to ensure good governance of the Benefice.

In January 2019 the Guiding Coalition, which had been leading the change in the Transforming Wigan project, was formally ended and the CWLT was formed.

5.7 Church Wigan Finance Team and other sub-committees of the Joint Council

A Church Wigan Finance Team, incorporating the Treasurers of each new Parish, will act as a sub-committee reporting to the Joint Council. Similarly a Churchwardens sub-committee, incorporating the Churchwardens of each new Parish, will report to the Joint Council on legal and building/churchyard matters. Other sub-committees may be set-up as required by the Joint Council.

6. THE NEW PARISHES

The Benefice will have seven new Parishes. Each of the seven new PCCs will be a separate charity according to charity law. These will operate as 'hubs' according to the Deanery mission strategy. Each hub will have many Worship Communities ('spokes') comprising those brought in from the current Parishes and many new ones that will be planted.

The current 29 Parishes will cease to exist on 1st January 2020.

6.1 The new Parishes of the Wigan Deanery

The new Parishes will be as follows, their name is in bold type:

Wigan Town Centre.

Combining the current Parishes of All Saints Wigan, Saint George Wigan, Saint Mark Newtown & St Michael and All Angels Wigan

Wigan Central.

Combining the current Parishes of Saint Mary Ince-in-Makerfield, Wigan Saint Catharine, Saint Andrew Wigan, Ince-in-Makerfield Christ Church & Saint Anne Wigan

Wigan North West.

Combining the current Parishes of Orrell Saint Luke, St Francis of Assisi Kitt Green and Saint Barnabas Marsh Green & Pennington St John

Wigan North East.

Combining the current Parishes of Haigh and Aspull Saint David, Saint John the Baptist New Springs, Whelley Saint Stephen, Saint Elizabeth Aspull

Wigan East Chapelfields.

Combining the current Parishes of All Saints Hindley, Saint Peter Hindley, Saint John the Evangelist Hindley Green, Saint Nathaniel Platt Bridge, Saint John the Evangelist Abram & Bickershaw (Saint James and Saint Elizabeth)

Wigan South.

Combining the current Parishes of Bryn Saint Peter, Billinge Saint Aidan, Ashton-in-Makerfield Holy Trinity and Ashton-in-Makerfield Saint Thomas

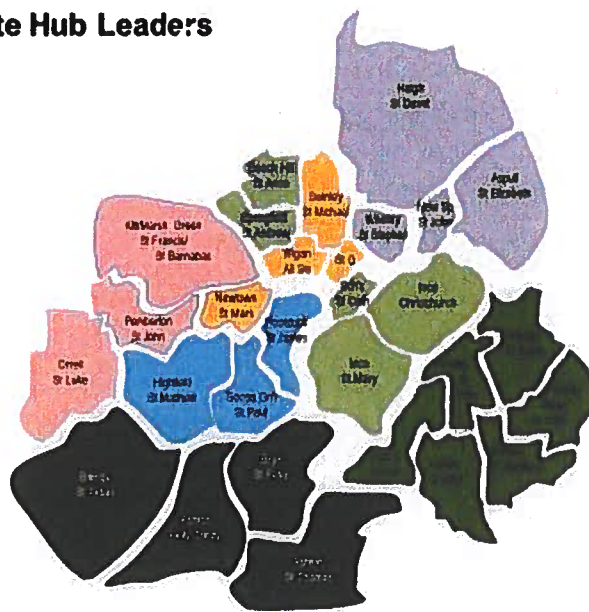
Wigan West.

Combining the current Parishes of Goose Green Saint Paul, Highfield Saint Matthew & Saint James with Saint Thomas.

NB. Church buildings will keep their current names.

Parishes, Hub Leaders and Associate Hub Leaders

-  **Wigan Town Centre**
HL Will Gibbons, AHL Sam Nicholson
-  **Wigan Central**
HL Dot Gosling, AHL Tina Nicholson
-  **Wigan North East**
HL Frances Shoesmith, AHL Simon Pritchard
-  **Wigan North West**
HL Phillip Anderson, AHL Rachel Sheehan
-  **Wigan West**
HL Neil Cook, Curate/ acting AHL Mark Wade
-  **Wigan East Chapelfields**
HL David Brooke, AHL Ann Stein
-  **Wigan South**
HL Jeremy Thomas, AHL tba



6.2 The Parochial Church Councils (new PCC)

Each new Parish will have a new PCC according to current Church Representation Rules. New PCC members will be elected in the usual way, 12 in total from any of the worship communities in the new Parish. Elected PCC members will serve for three years, with the expectation that they will not put themselves forward for another term for at least two years, to allow healthy turnover of membership.

Ex-officio members of the new PCC will be: all ordained clergy licensed to the new Parish (this includes SSM and curates but not clergy with permission to officiate (retired)), two churchwardens elected annually at the annual meeting, and lay members of the Deanery Synod or Diocesan Synods who are on the Electoral Roll of the new Parish. To enable good communication we will encourage our Diocesan Synod reps to each be responsible for attending/communicating to one PCC. **Neither Licensed Clergy nor WMs are ex-officio members of the new PCC, although they may be elected in the normal way at a meeting. Similarly retired clergy are not ex-officio members.**

The approximate number of members of each new PCC will then be around 23.

6.3 Electing members to the new PCC of a new Parish

To enable a smooth transition running up to 2020, a 'Shadow new PCC' will be formed in each of the proposed new Parishes in June 2019. Members of the Shadow new PCC were elected at the APCMs of the current Parishes in April 2019. They will serve on the Shadow new PCC from June to December 2019. Each current Parish will elect 12/n people to serve on the Shadow new PCC, where 'n' is the number of current Parishes that will become the new Parish. This works well in the new Parish of 'Wigan South' in which the current four Parishes will each elect 3 members. However, in the case of the new Parish of 'Wigan Central,' which has five current Parishes, three Parishes will elect 2 people and the two largest Parishes, by population, will elect 3.

Numbers shown are those elected by each APCM March / April 2019

Wigan Town Centre

- All Saints Wigan (3)
- Saint George Wigan (3)
- Saint Mark Newtown (3)
- St Michael and All Angels Wigan (3)

Wigan Central

- Saint Mary Ince-in-Makerfield (2)
- Wigan Saint Catharine (2)
- Saint Andrew Wigan (3)
- Ince-in-Makerfield Christ Church (3)
- Saint Anne Wigan (2)

Wigan North West

- Orrell Saint Luke (4)
- St Francis of Assisi Kitt Green and Saint Barnabas Marsh Green (4)
- Leadbourn Saint John (4)

Wigan North East

- Haigh and Aspull Saint David (3)
- Saint John the Baptist New Springs (3)
- Whelley Saint Stephen (3)
- Saint Elizabeth Aspull (3)

Wigan East Chapelfields

- All Saints Hindley (2)
- Saint Peter Hindley (2)
- Saint John the Evangelist Hindley Green (2)
- Saint Nathaniel Platt Bridge (2)
- Saint John the Evangelist Abram (2)
- Saint James and Saint Elizabeth Bickershaw (2)

Wigan South

- Bryn Saint Peter (3)
- Billinge Saint Aidan (3)
- Ashton-in-Makerfield Holy Trinity (3)
- Ashton-in-Makerfield Saint Thomas (3)

Wigan West

- Goose Green Saint Paul (4)
- Highfield Saint Matthew (4)
- Saint James with Saint Thomas (4)

At a special Parochial Church Meeting in January 2020 the new PCC will be formally elected according to current Church Representation Rules. New Parishes will be assisted by the Bishop's Planning Officer with Chairmanship and agendas for these first meetings to ensure all legal matters are dealt with. Twelve members will be elected to serve on their new PCC for a period of up to 3 years. Initial terms will be for 1-3 years to enable 1/3 to be new each year going forward. Each person's initial term will be decided by lot at the first meeting. At the first meeting after the APCM the Chair will assess whether any co-opting is necessary to ensure reasonable representation of the various Worship Communities in the new Parish.

6.4 Responsibilities of each new PCC

The delegation of governing responsibilities from the new PCCs to the Joint Council will be legally defined by the Church Representation Rules **Scheme (a draft with notes has been previously circulated to all diocesan Parish officers)**. The new PCC will be responsible for:

- a) The relationship and coordination with the Joint Council.
- b) Financial oversight of the new Parish in line with its budget (the budget is agreed in accordance with the budgetary process managed by the Joint Council – see section 9).
- c) Safeguarding.
- d) Decision making on matters of new Parish mission and ministry brought by the Hub Leadership Team.
- e) Ensuring the efficient administration of all new Parish activities whether undertaken by the Benefice core-services or locally.
- f) Together with the Churchwardens, ensuring all aspects of running and maintaining the new Parish buildings are efficiently managed whether undertaken by the Benefice core-services or locally.
- g) Consultation and decision concerning major changes to the forms of worship used in the new Parish, the appointment of new clergy and any proposed pastoral re-organisation.

6.5 Chairperson, Secretary and Treasurer

The Hub Leader or Associate Hub Leader will be the Chair of the new PCC (agreed between them in June 2019), and a lay vice-Chair will be elected each year. A Secretary and Treasurer will be appointed at the first meeting.

6.6 Hub Leadership Team (HLT)

Each new Parish has a Hub Leadership Team to discern the direction and development of the new Parish and to be responsible for developing and implementing the mission-ministry strategy according to the overall Church Wigan Strategy. The HLT provides strategic and operational leadership to the new Parish and accountability for the leaders of the Worship Communities within it. The HLT will cooperate with the new PCC in a relationship of mutual accountability to ensure good governance of the Parish. The Hub Leader chairs the HLT and the Associate Hub Leader is deputy chair.

The Hub Leader will invite a range of lay and ordained people to be members of this team and membership is a broad representation of people who are driving change within the Hub. HLT members will be people who embrace the Deanery vision and objectives, have the capability to lead the change, the capacity to invest their time, and the personal capital to influence change in the Hub Worship Communities. Specific responsibilities within the HLT will be defined by each HLT according to gifting and availability. The HLT will meet approximately fortnightly.

The HLT will resource the new Parish and its Worship Communities by identifying and supporting LMLs and

lay teams, undertaking regular 'Pyramid Reviews', developing its 'Cultivate' programme and sourcing other training as required, developing appropriate administration teams in conjunction with Deanery core-services.

6.7 Worship Communities

Every new Parish will have a blend of traditional and new Worship Communities. All are governed by the new PCC of that new Parish. Worship Communities are groups of disciples on mission together. They are intentional about growing their relationship with God, one another and those with whom they seek to share the good news of Jesus. Each has a discerned and defined missional purpose with its own expression of worship, fellowship and outreach relevant to the context of the community. There are 5 ingredients of a worship community:

- a) *Community*: Growing together in relationship, building a secure and loving community.
- b) *Discipleship*: Intentionally focusing on the development of Christ-like character.
- c) *Mission*: Planning, praying and delivering together on their specific missional vision.
- d) *Leadership*: Each is led by a Local Missional Leader and team, identified and supported by the HLT.
- e) *Worship*: Enabling a relevant, contextual expression of worship within the community.

6.8 Church Schools

Church Schools are integral to the mission-ministry of the new Parish and, in the new structure, it is likely that there will be more than one in any given new Parish. The Deanery strategy includes planting a new Worship Community in every one of our church schools and developing a lay team in each school to enable the strong link between church and school. New PCCs will ensure the required church governance representation, according to each school's governance structure. The Deanery strategy includes the gradual development of 'Parish primary school worker' roles in each new Parish (being piloted in Wigan South Parish in 2019) as well as a Schools Development Minister. Our engagement with secondary schools will be developed in each Parish in liaison with the PAIS teams, the Parish youth teams and specific chaplaincy projects.

6.9 Lay and Ordained Leadership

The Hub Leader (HL) and Associate Hub Leader (AHL) will lead the new Parish. The leadership tasks are developed and shared in the Hub Leadership Team (see above). The ministry of all lay and ordained people (local missional leaders, lay leaders, readers, stipendiary and non-stipendiary clergy, curates, retired clergy etc.) will be key to the growth of Worship Communities in Wigan. The HL and AHL will encourage each person to continually discern and develop their ministry in accordance with God's call on their lives. It is assumed that those serving in a particular place in an existing Worship Community or current Parish will continue in their current roles albeit in a growing and changing culture.

6.10 Churchwardens and Assistant Churchwardens

Each new Parish will have two churchwardens who will perform the legal duties as laid down in the current Church Representation Rules, [Canon and related legislation](#). A number of assistant churchwardens will be appointed to the new Parish as a whole, and will work with the churchwardens, as a team, to fulfil the duties. An assistant churchwarden may be delegated responsibility for one or more buildings and a number of Worship Communities. It is expected that churchwardens will serve for three one-year terms and then stand down, not putting themselves forward for another term for at least two years to allow for healthy turnover.

Notwithstanding this general aim, Herb Leaders will make local decisions to ensure that the best possible care is retained in the Churches and/or Assistant Churchwarden teams.

The churchwardens are responsible for ensuring that the following take place:

- a) Maintenance of an inventory of the churches' property (log books listing repairs, terriers listing church land and goods).
- b) Regular inspection of the fabric and resources of the church buildings according to church law.
- c) Maintenance of the registers.
- d) Application for faculties from the DAC for major alterations or repairs, and reporting accordingly to the new PCC, the Annual Meeting and appropriate authorities as required.

The churchwarden is the 'Bishop's Officer' in a new Parish and, in this role, is expected to:

- e) Answer enquiries from Bishop or Archdeacon and inform them if a situation requires their intervention.
- f) Perform ceremonial roles when the Bishop visits their new Parish or other similar occasions.
- g) Respond to the Articles of Enquiry (Archdeacon's questions sent during the visitation process).
- h) Attend the annual visitation service for admitting churchwardens, deputies and sides-people into office.

6.11 Electoral Roll, Weddings, Baptisms, Burials and Churchyards

On 1st January 2020, current Parish Electoral Rolls will combine to form the new Parish Electoral Roll.

Wedding banns will need to be read in one church building within the new Parish. Each church or building licensed for weddings will have a banns register. Couples resident in a new Parish will now be able to be married in any church or building licensed for weddings within the new Parish.

Baptisms will take place in the new Parish where people are resident or are regular worshippers, as per existing rules.

New parishioners will have rights of burial at any church in their new Parish. Regular or habitual worshippers, who are on the Electoral Roll, will have right of burial at their place of worship. Existing parishioners will maintain their rights of burial in their current churchyard.

The Team Rector will ensure that local churchyard rules (e.g. acceptable headstone wording/lettering, ordering of plots for burial of ashes etc.) will be upheld and managed locally. Churchyard management and burial management will continue to be undertaken locally (note, however, that all funerals, including funerals with a burial, will move to being booked / organised centrally via core services, see section 7.5.3).

Each building will maintain appropriate registers as per current practice.

6.12 Communication between Worship Communities and their PCC

PCC members and Assistant Churchwardens (via Churchwardens) will be proactive in ensuring communication flows well between Worship Communities and their PCC. After their formation, Shadow PCCs will consult and develop the specific means by which each Worship Community shall organise itself so that information relating to ministry and finance flows properly to and from the PCC.

6.13 APCMs 2020

In 2020 there will be a Special Parochial Church Meeting in each new Parish in January and the first of the APCM and April 2021. The 2019 current Parish accounts and 2020 new Parish accounts will be formally approved by the APCM in April 2021.

7. THE WIGAN DEANERY

The Deanery will provide inter-connection for the new Parishes from which other relationship building will emanate. The synodical structures of the Deanery continue. They act as a check and balance for the Benefice and enable effective communication with the Diocesan and General Synods.

7.1 Deanery Synod

The Deanery Synod meets to share issues of concern to the Deanery, debate items emerging from new Parishes or referred by the Diocesan or General Synods and to agree the Deanery Mission Plan in the spirit of the Bishops' Growth Agenda. It is formed of the House of Clergy and the House of Laity.

The House of Clergy comprises all the clergy licensed in the Deanery: **the incumbent (Team Rector), Team Vicars**, clergy with specific responsibilities, assistant curates, self-supporting ministers, clergy in sector appointments (mainly hospitals and prisons) plus some representation of retired clergy. They form the House of Clergy which is chaired by the Area Dean.

The House of Laity comprises the Lay Chair and a number of members from each new Parish, the number depending on Electoral Roll (ER) size (see table below), elected at their APCM **in the first instance in January 2020**. Others include co-opted members and stipendiary lay workers (like Church Army Officers and Stipendiary Readers).

	Electoral Roll	Deanery synod lay members
Central	2013	4
East (Chapelfields)	171	4
North East	257	4
North West	141	4
South	111	4
Town Centre	102	4
West	127	4
Deanery Synod lay members		30
Deanery Synod total members (incl clergy)		51

7.2 Area Dean

The Bishop will appoint a member of the Deanery clergy to be the Area Dean to serve for five years. They will Chair Synod and Chapter. The Area Dean is a person of unity who has a call to build up and care for the clergy, lay ministers and Readers and to build relationship across this peer group. NB. The Diocesan Oversight Team in liaison with the Diocesan Advisory Team is reviewing this post and revised terms of reference are to follow.

7.3 The Deanery Mission and Pastoral Committee (DMPC)

The DMPC is elected by the Deanery Synod and is responsible on its behalf for advising the Diocesan Mission and Pastoral Committee on matters of pastoral organisation and clergy appointments. This group is chaired by the Area Dean and its membership is as follows: Area Dean, Lay Chair, any members of the Diocesan

Mission and Pastoral Committee, 2 clergy elected from Deanery Synod, 2 lay members elected from Deanery Synod.

7.4 Deanery Chapter

The Chapter is the place of relationship building for clergy away from their day to day work. Stipendiary and non-stipendiary ministers pro-actively build mutual relationships for personal support and organic inter-dependency of ministry. The Chapter is convened regularly by the Area Dean.

7.5 Core Services

7.5.1 Core Services Team Outline

Purpose

To enable the Benefice to operate most effectively and efficiently as a whole, a number of core service pools are being established to undertake key activities for the benefit of the whole. The Wigan Deanery Trust (WDT) will employ these staff (see section 8). Core services will be based in St Catherine's, vicarage which will also be a central physical space for pan-Wigan activities.

Key activities

Provide centralised first point of call support for parishes for:

- Human resources (HR)
- Safeguarding processes for Safeguarding Officers and other leaders (emergency safeguarding issues go straight to Diocesan Safeguarding Officers)
- Review on standardised Policies, Processes and Procedures within the Deanery e.g. Electoral Roll, Data Management, Health and Safety etc.

Provide centralised administration for:

- General coordination/invoicing/payments (from 2019 and 2020 a separate Care coordination function)
- Document storage across the Deanery
- Joint Council Treasurer (e.g. assistance with collection of budgets during budgeting round)

Provide the following services to the Deanery:

- Communications
- Church management software including websites (from Wigan Parishes and Worship Communities) and general databases
- Central meeting space for HL/AML and leadership teams
- Prayer room
- Automatic photocopier available for any parish to use
- For larger print runs the Deanery uses 3rd parties including St. John's Church, Town Centre, to assist with financial income generation

Provide more hold-over facilities for:

- Youth Leaders
- Schools Minister and Schools Workers
- Property Manager
- Other pan-Wigan leaders

Notes:

Core Services Manager (20hrs, starting July 2019) responsible for:

- Office management
- Line management of core services staff
- Line management of other Deanery non-stipendiary staff employed by WDT
- Management of HR relating to all Wigan Deanery Trust employees (non-stipendiary), and HR support for parishes
- Safeguarding process co-ordination and advice
- Church Management Software – development and secondary super user
- Development and management of all IC and PCC Policies and Procedures

Finance Officer (12hrs, starting October 2019) responsible for:

- Wigan Deanery Trust financial management and accounting
- Manage payroll bureau for the Parishes and Wigan Deanery Trust
- Some finance administration to assist Joint Council Treasurer

Property Manager (16hrs, Jan 2020 onwards)

- Management of building compliance
- Management of Deanery-wide procurement contracts
- Minor project management
- Managing the offices in St Catharine's Vicarage and liaison with landlord (D&F)
- Major project management likely to incur additional cost and be paid for by that project

Communications Officer (8hrs, starting September 2019) responsible for:

- Writing content, create and send out Deanery wide communications
- Managing content of Church Wigan website and general communications
- Gather and encourage web page owners in the Worship Communities

Data Officer (8hrs, starting September 2019) responsible for:

- Church Management software (iKnow) – primary super user
- Drive towards 100% completion of person database in iKnow and manage the database
- Enable and train Parish and Worship Community users to use iKnow
- Manage permissions of all users within iKnow
- Ensure GDPR compliance of Core Services and support Parishes to be compliant

Funerals Coordinators (37.5 hrs per week, 2019)

- Responsible for administration of funerals across the Deanery
- Communicating with Funeral Directors, service leaders and HLF team
- Responsible for communication with Bereavement team

Maintaining Officer (project or part-time basis, as defined by Wigan Deanery Trust)

7.5.2 Buildings Management 2019

A Professional Buildings Manager (3 days per week in 2019) will help provide a fit for purpose property portfolio to the Church of England in Wigan by:

- a) Ensuring legislative compliance and updating the latest information regarding buildings management.
- b) Providing an effective planned and reactive maintenance strategy and service.

- c) Compiling a register of all key assets, their general condition, life cycle and value.
- d) Identifying cost savings (initial target 10%) on central procurement of key resources and services.
- e) Undertaking tendering and benchmarking exercises to ensure ongoing best value.
- f) Implementing KPIs with all suppliers to provide a maintenance service delivered at best value.
- g) Working with the Diocesan Property team to review Quinquennial Inspections and take required actions
- h) Identifying and monitoring key risks within the portfolio to ensure that strategic decisions can be made.
- i) Co-ordinating with Parishes to ensure minimal disruption to mission-ministry & fostering good relations.
- j) Providing Project Management support to Parishes for capital projects.

NB: This role, **and the role from 2020 onwards**, does not mean that routine building maintenance, green area maintenance, cleaning etc. will be undertaken centrally. These tasks will still be managed and undertaken locally by volunteers. However, where external contractors are required, the Buildings Manager will take a lead to ensure best practice and best cost are achieved. The Buildings Manager will gather a team of representatives from each new Parish so that relationships with local contractors, and local experience, can be built upon.

The rationale behind this role is to make cost savings, to ensure legal compliance and also to relieve some of the burden of building maintenance from a local Worship Community. The post holder will coordinate with the Diocesan Property Department.

David Hurst has been appointed to this role and he can be contacted on:
dave.hurst@liverpool.anglican.org.

7.5.3 Funerals (and bereavement care in the future)

Starting in 2019, full-time weekday funeral coordinators will take all bookings and undertake administration for funerals in Wigan. Funeral Directors will ring one number to book a CofE funeral in Wigan. The aim of taking this part of the administration into core services is to:

- a) Increase the share of funerals coming to the Church of England in Wigan (16% drop in 7 years nationally; currently only 29% of funerals in Wigan come to the CofE).
- b) Develop collaborative relationships with funeral directors focused on the best way to serve the population and champion Parish funerals with them.
- c) Increase general understanding and visibility of options available for a Church of England funeral.
- d) Reduce the incidence of both Simplicity Funerals (disposal only with no service) and Funeral Poverty.
- e) Develop a feedback loop from funerals undertaken, thereby increasing the number of 'best-practice' funerals taking place in our churches or led by our clergy, readers or other trained persons.
- f) Enable a platform to increase the level of post-funeral aftercare offered from both Parish pastoral care / bereavement teams and a Deanery bereavement team.
- g) Increase the pool of trained persons taking funeral services.

Ann Glacki has been appointed to this role and can be contacted on ann.glacki@liverpool.anglican.org.

7.5.4 HR and Processes **development, 2018**

The new Parishes will require slightly different processes to the current Parishes because we will all be working together in a different way. For many years best practice recommended by the Diocese has been that every volunteer should have a clear role description so that we all know what is expected of us and we all stay safe together.

A People and Processes Co-ordinator has recently been appointed. This part-time project role **hours per week** is primarily focused on facilitating the work of our staff and volunteers through promoting and writing clear policies, procedures and processes. The post-holder is working to ensure that the Deanery implements Diocesan standard policies and procedures, making them visible and usable, and to develop policies and procedures for the changing context. The areas covered are HR, Safeguarding, Health and Safety, Wellbeing and new Parish procedures.

Christiane Cook has been appointed to this role - christiane_cook@hotmail.com

7.5.5. Employment status of Vergers and Organists
The Deanery has been given legal advice regarding the employment status of vergers and organists in the new structure. For details please see Appendix 5 Policy on Employment Status Vergers and Organists.

8. WIGAN DEANERY TRUST (WDT)

The WDT will: limit liability of trustees relating to non-stipendiary employments, provide distinct opportunities for the Deanery by virtue of being secular (gives freedom to apply for certain grants), provide professional expertise from its Trustee Board, and enable interdenominational co-operation and participation.

8.1 Delegation of Responsibilities

It is envisaged that the Joint Council of the Benefice will grant fund WDT to undertake some of its responsibilities on its behalf, such as:

- a) Management of some finances/contracts/services on behalf of the Benefice
- b) Employment and payment of non-stipendiary paid personnel
- c) Raising grant and other funds

8.2 Forming the Charitable Body

In July 2018 a 'Shadow Board', Chaired by Bishop Cyril Ashton, was formed to:

- a) Define the most appropriate vehicle for the Deanery Charity. (Now defined as Charitable Company Limited by Guarantee)
- b) Clearly define the Charity's objects
- c) Progress to Incorporation in a timely manner
- d) Form a permanent Board of Trustees for the Charity
- e) Define procedures and processes appropriate for the Charity such that it will function efficiently
- f) Define initial funding and financial management procedures.

In April 2019 the Wigan Deanery Trust was incorporated. The current trustees are:

Bishop Cyril Ashton (Chair)
Lesley Hughes
Miriam Howarth
Kathleen Mann
Joan Roberts

Two local business leaders have been asked to consider being trustees and the Head of Wigan Council will act as an advisor.

8.3 The Work of the Wigan Deanery Trust

The Trust's initial areas of focus will be:

i. To support Church Wigan by employing and managing a core team of part-time staff to deliver centralised services to the parishes and deanery:

a. Core Services Manager plus operational support including:

i. HR and Safeguarding advice (a part-time)

ii. Managing communications and data across the deanery;

iii. Providing a payroll bureau service to parishes;

iv. Providing finance and other support services required for the effective operation of the Trust (note that the Joint Council and Parishes will each have voluntary Incentives and Awards).

- v. General parish administration
- 3. Finance: Co-ordinators including involving financial Directors and paying providers (LQDF, PCCs, Vergers, Organists etc)
- Buildings Manager (who will also provide Health and Safety expertise)
- d. Some part-timed lay ministry workers such as youth and children's workers etc

2. To support partnership projects that are aligned to the Trust's objectives, working with other organisations or other bodies (e.g. the Borough Council). Such projects might include schools and youth, bereavement care etc. The delivery of these joint projects may include employment and supervision/management of staff.

3. Source grant funding, and engage in other fundraising activities to support delivery of the above.

The Trust will not:

- 1. Employ stipendiary clergy or local parish workers (e.g. cleaners, organists, vergers).
- 2. Act as a clearing house for payments of Deanery wide contracts negotiated by the Buildings Manager - these will be paid by the PCCs or Joint Council.

3.4 Next Steps

During the remainder of 2019 the WAT Trustees will:

- Register as a Charity
- Complete internal policies and procedures
- Advertise and employ some of the core services team
- Plan the fundraising campaign
- Cover the launch of the funeral coordination service in a pilot area

For further details on the operation of the Wigan Deanery Trust and its relationship with the Joint Council see Appendix 4 - Inter-relationships with Church Wigan 15th May 2019

9. FINANCE IN THE NEW STRUCTURE

9.1 Option 2 Parish Share

As part of the *Transforming Wigan* project, Wigan Deanery has been piloting the 'Option 2' devolved budget Scheme which is now to be adopted by the whole Diocese as of January 2020. In effect, this means that the Deanery is already controlling and managing its own budget, income and expenditure. The Strategic Development Grant from the Church Commissioners for the *Transforming Wigan* project is now running concurrently with the Deanery budget to both support and boost the mission and finance growth of the Deanery.

Parish Share will be managed Deanery wide, with a total sum agreed between the Joint Council and the Diocese. Deanery Share plus the grant to WDT to fund Deanery wide mission Spend and Support Costs - will form the Deanery budget.

9.2 The Deanery Finance Group (DFG)

The Deanery Finance Group (DFG), whose membership is taken from each proposed new Parish, is currently working on how the Deanery will:

- increase individual giving and increase the total giving in Church Wigan for mission, ministry and growth
- achieve payment of Parish Share or its equivalent in full every year
- eliminate both the historic and current debt in Church Wigan.
- design procedures and processes for the new Parishes post 1st January 2020
- develop transitional financial arrangements during 2019.

In January 2019 a part-time Finance Change Manager was appointed to Chair the DFG and to push forward the accounting and banking elements for the new Benefice. Andrew Thurston is the post-holder:

andrew.thurston@liverpool.anglican.org

The DFG will become the Joint Council Finance Sub-committee once the Joint Council is in existence.

9.3 Supply of Services from the WDT

Where appropriate and helpful the Joint Council will grant fund WDT to deliver services to all within the

9.4 Budgeting Process 2021 (undertaken during 2020)

Each new Parish will produce a Mission & Ministry Plan (MMP), detailing what is being planned to be achieved by the Worship Communities, together with the timescales and all the resources required. This will include any buildings to be used for mission and ministry. A Mission & Ministry Plan pro-forma will be available for all Worship Communities' Leadership Teams to use so that Hub Leadership Teams can form their overall plan. Together, the Church Wigan Leadership Team will consolidate these into the Church Wigan Mission & Ministry Plan to be put before the Joint Council.

Once income sources have been developed (in conjunction with the WDT) and a balanced budget achieved, the Joint Council will approve the budget.

9.5 Accounting

The DFG has chosen a single on-line accounting system to manage the financial records of the Joint Council and new PCCs www.datadevelopments.co.uk/myfundaccounting-online/. The system is currently being trialled in three Hubs. Training in the new system will be given to new Parish finance teams later in 2019, and this training will be led by Gordon Fath, Diocesan Resources Officer. The system will be accessed within the new Parish by authorised persons for the purposes of bookkeeping, accounting and reporting. The

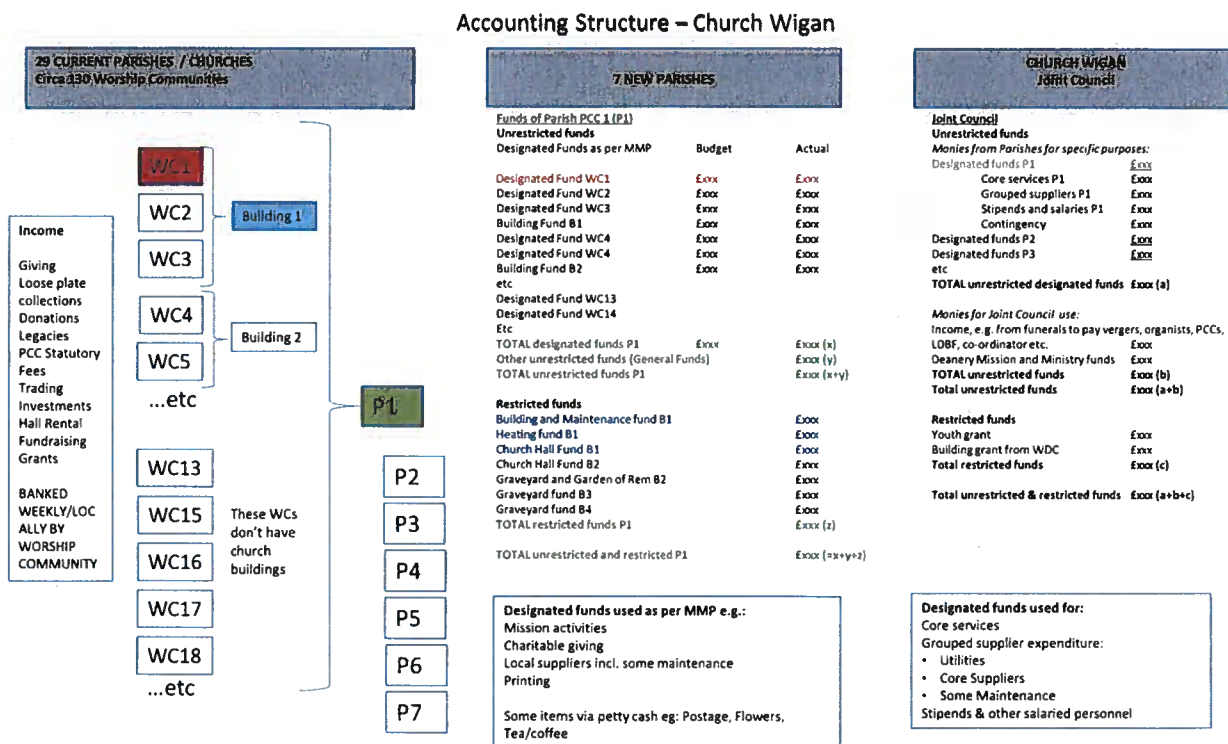
agreed budgets of the Joint Council, the new PCCs and each Worship Community will be itemised in the new system so that expenditure can be controlled against those budgets. Income and expenditure will be recorded and reported at Worship Community level.

New Parishes remain responsible for managing their own finances as separate charities. The Joint Council Finance Sub-Committee, the members of which are the seven new Parish Treasurers, will address Benefice-wide matters (such as finance for Wigan-wide mission initiatives) and provide support to Parish Treasurers in matters relating to budgeting, Deanery Share (the new name for 'Parish Share') and technical finance related issues.

The legal responsibility for producing PCC accounts is at new PCC level and the new accounting software will facilitate Parish Treasurers to produce those accounts. The Joint Council will produce its own accounts **and will have its own Treasurer who will chair the Finance Sub-Committee.**

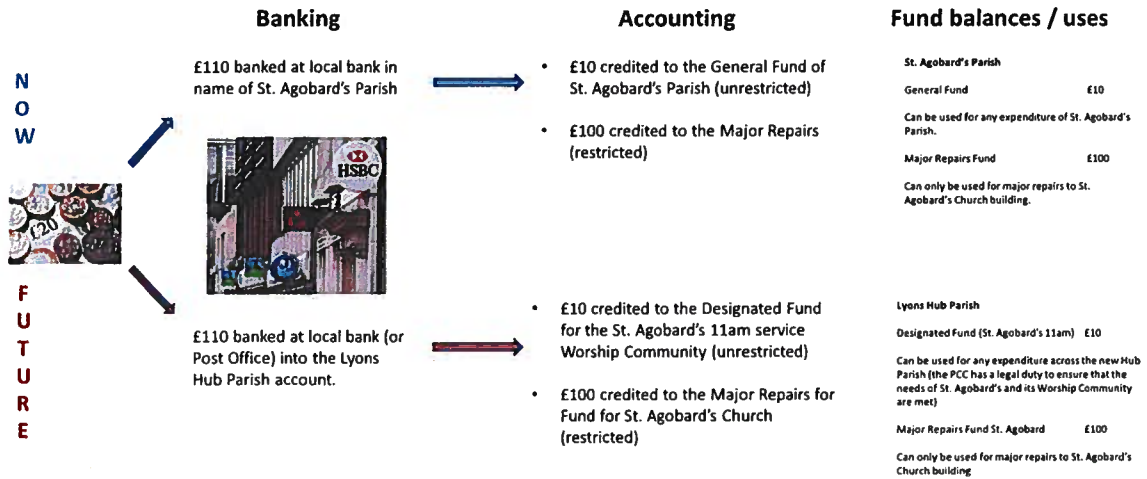
In the future, consideration may be given to the eight charities (Joint Council and 7 PCCs) being linked, which would allow one annual report to be submitted by the Joint Council thereby streamlining the annual reporting process. It is not envisaged that this will happen in the first few years of the Benefice.

The following diagrams show how finances will be managed in the new Benefice:



Where does my money go?

- We are currently members of St. Agobard's Parish and attend the 11am Sunday service (worship community) regularly.
- We give through the envelope scheme £10 per week and today have also made a one-off donation of £100 to the church building major repairs fund.



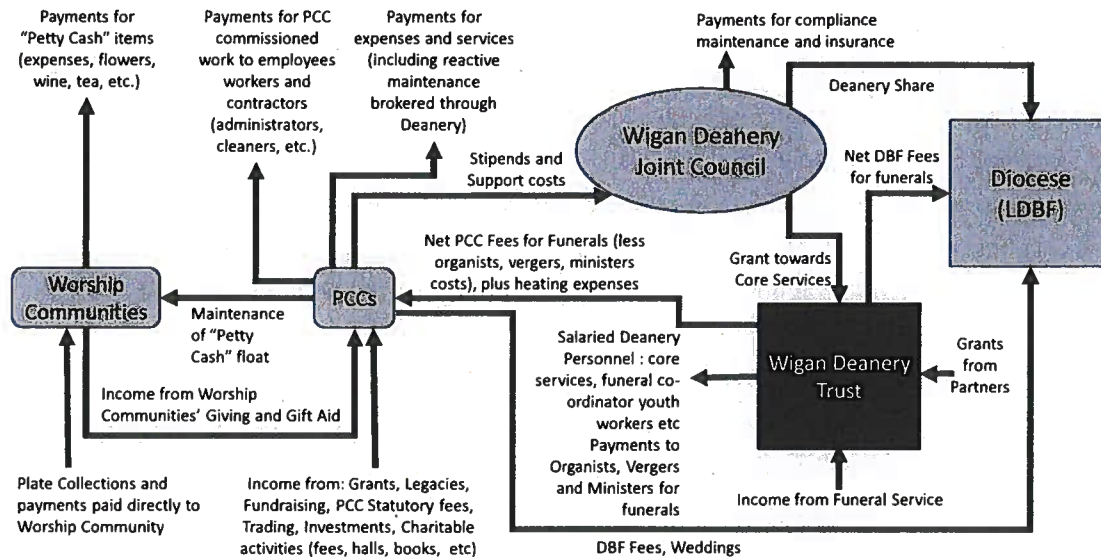
9.6 Finance Flows

Each new parish will make an agreed contribution to the Joint Council towards the grant to the WDT for the delivery of services. Parishes will also be invoiced for their share of jointly procured contracts (e.g. for insurance).

The Joint Council will have an agreement with the Liverpool Diocesan Board of Finance (LDBF) to provide the number of stipends agreed in the annual budget. The total cost of all these stipends will be known as the Deanery Share (similar to the current Parish Share) and will be included in the regular amounts transferred to the Joint Council, along with the grant to the WDT and payment for jointly procured contracts.

The following diagram shows how finance will flow in the Deanery:

Wigan Deanery Finance flows: 3 April 2019



9.7 Proposed resolution of the Wigan Deanery debt to the Diocese of Liverpool.

The Wigan deanery and the Diocese of Liverpool have agreed a resolution to the historic debt of the deanery of £1.13. The deanery will start 2020 debt free. The debt resolution agreement has three elements. 1) Write off by the Diocese of one third of the deanery debt, 2) the forgiveness of unpaid Deanery Mission and Growth funds of £3,500, and, 3) partial payments by parishes that have not met their share debt. As a principle, parishes that have paid their Parish share consistently will not have to pay the debt of others. Parishes with outstanding debt and available reserves or unexpended funds are now making arrangements with the Archdeacon and Area Dean to complete their part of the debt resolution by the end of 2019.

9.8 In transition – Parish Share 2019/2020 & payments for utilities etc

For the 2019 transition, a modest budget was proposed by the Guiding Coalition and approved by the Deanery Finance Group (DFG) and the Deanery Mission and Pastoral Committee (DMPC). This was presented to Synod in October 2018 and translated into a revised Parish Share for each current Parish.

The preparation of the budget for 2020 will take place in 2019 and will again be within the transition period (before new Parishes are formed). The 2020 budget development will therefore be undertaken in a similar way to 2019. Work will be done during 2019 to develop our giving base further and use the Parish Giving Scheme to the full.

During the transition phase, before 2020, payments for utilities, insurance and regular maintenance contracts will continue to be paid by current Parishes (even if core services negotiated contracts start to be used). After 2020 these payments will be made centrally on behalf of the new Parishes by the Joint Council, with funds flowing from the new Parishes accordingly.

9.9 Payments for sundry items at Worship Community level

Payments and bookkeeping for locally purchased items not covered by core services will be managed by the new Parish Treasurer and their team, using the Deanery finance system. This may be for the purchase of

tea/coffee/cleaning supplies/white goods etc. Each new Parish Treasurer may also manage a petty cash system ~~in some/all of their Worship Community's~~, if required.

9.10 Expenses

Expenses will similarly be approved and logged by the new Parish Treasurer and their team at new Parish level unless incurred at Benefice level.

9.11 Bank accounts and paying in cash

Each charity, the seven new PCCs and the Joint Council, will aim to have one current account. Deposit and investment accounts may also be required. [NB The Deanery Finance Group is working on the specifics around bank accounts over the next few months]. Each new Parish will pay cash funds into its current account either at a local bank or at a post office.

9.12 2019 transition of bank accounts

During 2019 each current Parish PCC will rationalise its bank accounts (if it has multiple accounts) ready for the transition to the new Parish. In order for there to be complete transparency at the point of handover, existing restricted funds will be clearly laid out in a document received by the shadow new Parish PCC.

At the end of 2019/start 2020 all current Parish PCC funds will be transferred into the assigned account for the new PCC.

The DFG is consulting and will decide where the bank accounts should be held.

9.13 Gift Aid

All existing Gift Aid declarations will continue to be valid, will not need to be replaced and can be used to claim repayment of tax on future donations made to the new Parish. Any new Declarations will need to be made out to the new parish. The merger of the parishes and the effect on existing Gift Aid declarations simply needs to be communicated to all current Gift Aid donors. This is in line with HMRC and national church guidance on merging charities/PCCs.

9.14 Gift Aid Small Donations Scheme (GASDS)

This scheme allows a charity to claim up to £2,000 (requiring donations of £8,000) per tax year on small donations of £20 or less (£30 or less from April 2019) not covered by a Gift Aid Declaration. GASDS claims will be made using the "Community Buildings" element of the scheme. This will provide a potential GASDS claim of £2,000 for each church building for small donations received within the building and within the Local Authority Area of the building. There would also be a similar potential claim of £2,000 for each Worship Community which meets in an eligible building at least 6 times a year with at least 10 people present.

9.15 Buildings

The responsibility for ongoing building management, maintenance and the associated funding remains at Parish level. Where there are benefits from setting up Benefice-wide arrangements to reduce cost and overall workload, these opportunities will be taken – see section 7.5.2 above.

In the future the Joint Council will consider the merits of creating a *Building Fund* that would take responsibility for managing and funding all major works, maintenance and capital projects, related to the Deanery building portfolio.

9.16 Legacies

The Deanery have sought advice regarding how the proposed changes to parish boundaries may affect the treatment of legacies. Donors should be assured that it is possible to direct a gift left in a Will to be used for a precise purpose. A Deanery Legacy Policy and FAQ document have been circulated to all parishes to explain the details.

APPENDICES

Appendix 1 Timeline of Restructuring

Appendix 2 Glossary of Terms

Appendix 3 Financial Funds Policy 2019

Appendix 4 Inter-relationships within Church Wigan 1st July 2019

Appendix 5 Policy on Employment, Staff, Voluntary and Organisations

Appendix 1 Timeline of Restructuring

Two stage formal consultation process on the new Pastoral Scheme

1. Consultation on draft Proposal begins with interested parties (Patrons, Clergy, PCCs etc.) for six weeks (responses to the **Mission & Pastoral Officer**). Bishop's Planning Officer will reply. 16th January 2019 - complete

2. Consultation on draft Scheme (interested parties + public) for six weeks (responses to the Church Commissioners). Church Commissioner's will reply. 3rd June 2019

Current Parish APCMs elect Shadow new PCC members complete March/April 2019 -

Shadow new PCCs form June 2019

Shadow new PCCs elect Shadow Joint Council representatives July 2019

Shadow Joint Council forms July September 2019

Expected decision on new Pastoral Scheme by Church Commissioners September 2019

New Benefice & new Parishes legally formed (current Parishes/PCCs cease to exist) 1st January 2020

APCMs of new Parishes formally elect new PCC members (and Joint Council members from those PCC members). Electoral rolls combined January 2020

Joint Council and new PCCs form end January 2020

Appendix 2 Glossary of Terms

Term	Meaning
APCM	Annual Parochial Church Meeting
Archdeaconry	Sub-division of the diocese over which an archdeacon has administrative responsibility.
Assets	Financial income, all funds and deposits, financial reserves, both unrestricted and restricted, financial investments, building and fixtures and fittings
Area Dean	The incumbent or priest-in-charge of one of the benefices in the Deanery who acts as chair of the clergy in the Deanery.
Assistant Churchwarden	A lay person appointed to assist the Churchwardens
Associate Hub Leader	The stipendiary clergy assisting the Hub Leader in leading the hub/new parish
Benefice	The office to which an incumbent is appointed – this may contain 1 or more parishes.
Bishop's instrument	Replaced by 'Church Representation Rules Scheme' – see below.
Building	The place where one or more Worship Communities meet.
Chapel of Ease	A church that it is not a parish church. Originally within a parish that had a parish church, for the ease of parishioners who could not attend the parish church.
Church Building	A Parish Church or Chapel of Ease.
Church Commissioners	The Commissioners provide administrative support for the national church including boundary re-organisation and work to produce funds for the Church of England.
Church Representation Rules	The Church Representation Rules are a vital tool for all those involved in parochial, diocesan and national Church governance. In particular, the Rules govern the preparation of the church electoral roll, the conduct of annual parochial church meetings, and the membership and election of PCCs, Deanery synods and diocesan synods. They are one of our charitable governing documents.
Church Representation Rules Scheme (CRR Scheme)	A document agreed by each new parish at their special parochial church meeting in January 2020, setting out the membership and responsibilities of the Joint Council.
Church Wigan	The collective of organisations that enables the Hubs to function and flourish. It provides unity in vision, leadership and relationship.

Church Wigan Leadership Team	Team leading Church Wigan, comprising the Team Rector and the Hub Leaders.
Churchwarden	The chief lay officer of a parish elected annually by parishioners, assisting with the smooth running of the parish. There are usually 2 Churchwardens. They are a Bishop's Officer and have certain legal and administrative duties, and serve on the PCC.
Common Funds	All funds that belong to a new Parish. The online accounting system will enable access and visibility by authorised persons (Parish Treasurer and team). The Common Funds will be broken down into income and expenditure for each Worship Community.
Consultation	The draft proposals and the draft pastoral scheme are circulated to all interested parties for consultation. Interested parties are statutory persons or bodies which are required to be consulted in accordance with the <i>Mission and Pastoral Measure 2011</i> .
CRR	see Church Representation Rules
CW	See Church Wigan
CWLT	See Church Wigan Leadership Team
Deanery	A sub-division of an archdeaconry.
Deanery Finance Group	The Deanery Finance Group works within the TW project team to form the financial structures, processes and procedures required for the new Team Ministry Benefice with 7 Parish-Hubs.
Deanery Share	The new name for Parish Share (see below) to reflect that the Deanery now has autonomy over how this money is collected and spent, notwithstanding the fact that a significant proportion will still go to the Diocese to pay for stipends and support costs.
Deanery Synod	All licensed clergy of the Deanery, laity elected by APCMs of parishes within the Deanery, plus specific others.
DFG	See Deanery Finance Group
Diocesan Mission and Pastoral Committee	Statutory Committee established by the <i>Mission and Pastoral Measure 2011</i> . Its duty is to review the arrangement for pastoral supervision in the diocese and, as appropriate, to make recommendations to the bishop.
Diocese	One of 42 main territorial units of the Church of England over which a bishop has responsibility. Divided into archdeaconries, which are then sub-divided into deaneries.
Disciple	Someone learning to live the way of Jesus, for Jesus, in their everyday context within a community of fellow disciples.

Financial assets	Cash and investments that can be easily converted into cash.
Financial income	Monetary income; cash, cheques and direct receipts into bank accounts.
Financial investments	Tangible assets (shares) and fixed assets. Income from financial investments may include endowment funds, dividends, rent from land or buildings owned by the PCC.
Financial reserves	Free reserves are that part of the PCC's funds that are freely available (unrestricted or designated).
Fixtures and fittings	Movable furniture, fixtures, or other equipment that have no permanent connection to the structure of a building. Can include moveable furnishings, office equipment (computers etc), ground and building maintenance equipment and vehicles.
Fresh Expression	A Worship Community that finds new ways to worship which reflect our changing culture and expectations.
HLT	See Hub Leadership Team
Hub	A group of traditional and new Worship Communities working together to best serve neighbourhoods and networks. Hubs will become new Parishes.
Hub Leader	The stipendiary clergy person leading the Hub/new Parish.
Hub Leadership Team	Leadership team for the Hub and new Parish, responsible for developing and implementing the Hub plan as an integral part of Church Wigan strategy. Led by the Hub Leader and the Associate Hub Leader, with membership of a broad representation of people who are driving change within the Hub.
Incumbent	Holder of a Benefice and can be either a rector, including Team Rector, or a vicar - with responsibility for the cure of souls. Team Vicars are said to be of Incumbent Status. May be assisted by a curate, deacon, licensed lay worker, retired priest etc.
Joint Council	A combined Church Council made up of some clergy of the team and lay members elected by the parishes. It is a corporate body and charity with the same governing documents as a PCC. Responsibility for tasks can be transferred from the PCCs, including trusteeship of money and other assets.
LML	See Local Missional Leader

LML+T	See Local Missional Leader and Team
Local Missional Leader	These are recognised local leaders who provide a point of devolved missional leadership to a Worship Community under the authority of the incumbent and the PCC. They may be lay or ordained and will be commissioned and supported within a Missional Leaders Community.
Local Missional Leader and Team	Recognises that a LML will always work with a leadership team to lead a Worship Community, never on their own.
Mission and Pastoral Measure 2011	The legal basis for structural and organisational changes to enable the local church to be more effective in mission and ministry whilst balancing needs and resources.
PAIS	The Pais Movement is a global non-denominational organization that creates partnerships with churches by providing full-time Pais apprentices for youth ministry.
Parish	A geographical area for which an incumbent has responsibility.
Parish Share	The way we pay for Missional Leadership and collective action in our Deanery. It covers most of the costs of clergy pay, pension, housing and training, curates, Reader training, support for church schools, some lay workers, support for LMLs and certain Deanery core services. It is a mutual sharing of our financial resources between wealthier and poorer parishes.
Parish-Hub	A new Parish created from existing ecclesiastical parishes which have been working together in Hubs. It is equivalent to the term 'new Parish'.
Parochial Church Council	Representative body of parishioners elected from those on the electoral roll in accordance with the Church Representation Rules. Usually chaired by incumbent and includes clergy licensed to the parish.
Pastoral Scheme	A document which effects changes in pastoral reorganisation made under the <i>Mission and Pastoral Measure 2011</i> .
PCC	See Parochial Church Council
Restricted fund	Funds restricted in their use by the donor and can only be used for that specific purpose from the outset.
Scoping Document	This working document that explains the 'what, how and when' of changes being made under the new Pastoral Scheme in Wigan. It will be revised and republished periodically.

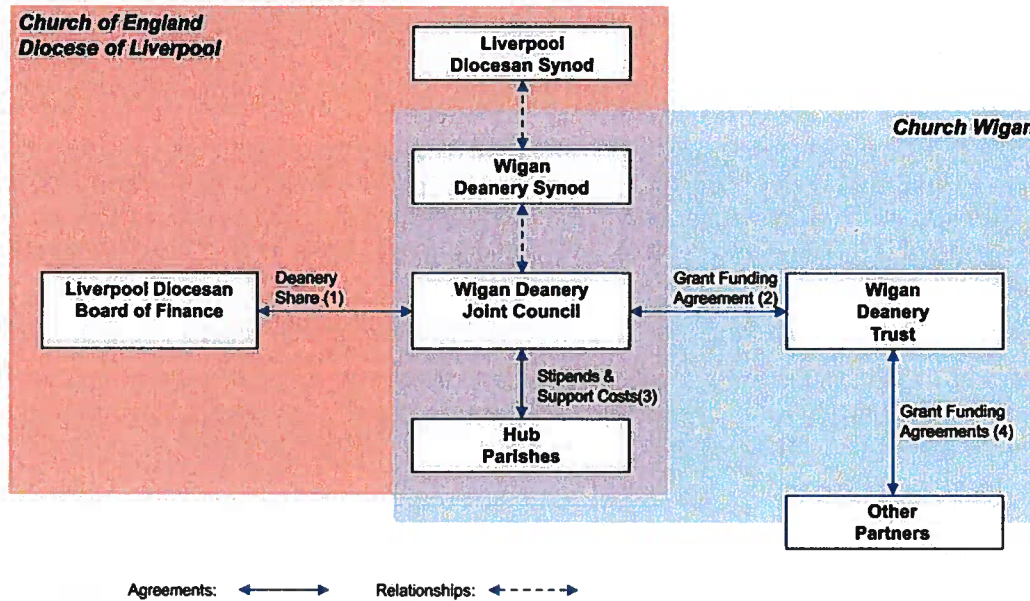
Shadow Board	A temporary board, responsible for delivering a functioning Charity to operate alongside the Deanery of Wigan. Formed in June 2018 to operate until incorporation of the Wigan Deanery Trust, when the appropriate Board of Trustees was formed.
Stipend	The salary of a stipendiary minister.
Team Ministry	A special form of ministry whereby a team of clergy and possibly lay people share the mission and ministry of the area of a Benefice. A Team will be led by a Team Rector.
Team Rector	The priest in a team ministry who heads the team and owns the property of the Benefice but shares the cure of souls with the Team Vicars.
Team Vicar	A priest of incumbent status in a team ministry, other than the Team Rector, who shares the cure of souls with the Team Rector and other Team Vicars.
TW	The Transforming Wigan Project
Unrestricted fund	All funds held for general purposes (held without restriction). Can include funds set aside, i.e. Designated, for a particular purpose.
WC	See Worship Community
WDT	See Wigan Deanery Trust
Wigan Deanery Trust	A charity that will support the work of Church Wigan. The Joint Council may ask the WDT to undertake certain activities on its behalf that the WDT can perform more efficiently than the ecclesial charities.
Worship Community	Groups of disciples on mission together. They are intentional about growing their relationship with God, one another and those with whom they seek to share the good news of Jesus. Each has a discerned and defined missional purpose with its own expression of worship, fellowship and mission relevant to the people in that context.

POLICY FOR TREATMENT OF EXISTING PARISH FUNDS AT CREATION OF NEW PARISHES ON 1 JANUARY 2020

1. Restricted and Endowment Funds hold money given or raised for a specific purpose and can only be used for that purpose. Money held in Restricted or Endowment Funds on 1 January 2020 will become part of the funds held and managed by the new PCCs but they continue to be available for use only for the original purpose for which they were given. Funds cannot be transferred into Restricted or Endowment Funds retrospectively by the PCC.
2. All unrestricted Funds become the property of the new PCCs on 1 January 2020 and can be used by the new PCC for any legitimate purpose. This includes money held in Designated funds.
3. Where money given before 1 January 2020 has been set aside by the current PCC with the intention to support a particular activity or initiative that is ongoing, but was not explicitly given as a restricted gift or donation, the new PCC will hold it in a Designated Fund to ensure that the activity/initiative can be completed. Examples where this would apply could be where the current PCC had put aside money in a Designated fund to replace church furnishings or plant that is nearing the end of its useful life, or where the current PCC had created a Designated fund to run a mission initiative such as an Alpha Course. The new PCC may refer to previous PCC minutes or other published material to justify its decision to retain a Designated fund it inherits.
4. All money given from 1 January 2020 will be held in Unrestricted funds by the new PCC unless specifically given for a Restricted purpose. Givers will be encouraged to make their donations unrestricted where possible as this gives the new PCC the maximum flexibility to respond to needs across the Parish.
5. Members of Worship Communities will want to be reassured that the needs of their Worship Community are being met and that they are making a meaningful contribution to the running of their Worship Community as well as the wider Parish and Church Wigan as a whole. There will be a Designated Fund (which forms part of the new PCC's Unrestricted funds) for each Worship Community to enable financial records to be kept, but formal Accounts will be produced at PCC level and the PCC will have the ability to move monies between Designated Funds in order to manage mission and ministry across the new Parish.

INTERRELATIONSHIPS WITHIN CHURCH WIGAN

1. Church Wigan comprises the Church of England and partners sharing its objectives across the area covered by the Church of England Benefice of Wigan. It sits within the Diocese of Liverpool although its scope is wider than the Diocese:



2. Under a Church of England Church Representation Rules (CRR) Scheme, the Church of England parishes within Wigan form a Benefice which is governed by the Church Wigan Joint Council (CWJC). CWJC assumes certain responsibilities under the Scheme to enable it to coordinate mission and ministry across the Benefice. CWJC is chaired by the Team Rector, the incumbent of the Benefice.

The Team Rector is responsible for managing the principal relationships across Church Wigan.

3. CWJC agrees with the Diocese of Liverpool the number of stipended priests needed for the cure of souls across the Benefice and a financial contribution to fund these plus the associated support provided by the Diocese: reference (1) on the diagram above.

The principal working relationship is between the Team Rector and the secretary of the Liverpool Diocesan Board of Finance (LDBF), the Diocesan Secretary.

4. CWJC grant funds the Wigan Deanery Trust (WDT), an independent Charitable Company Limited by Guarantee, to provide support for mission and ministry across the area covered by the Benefice: reference (2) on the diagram above. WDT also works with partners outside the Church of England to support the mission of Church Wigan. WDT is governed by its Board of Trustees who are independent of the Church of England but under their governing documents share its objectives.

The principal working relationship between WDT and CWJC is between the Team Rector and the Core Services Manager of WDT.

5. The new Parishes are created by combining the existing parishes under a Pastoral Scheme and become the primary administrative units within Church Wigan.

- a. Each is a registered charity governed by an elected Parochial Church Council (PCC), chaired by the priest appointed as Hub Leader and responsible for the cure or souls within the parish.
- b. Each new Parish is represented on CWJC.
- c. Each new Parish raises money to fund ministry; this includes responsibility for maintaining its places of worship, funding local mission and contributing to the costs of stipends and Church Wigan wide support.
- d. Each new Parish has an agreed Stipends and Support Costs budget, and contracts with the CWJC; reference (3) on the chart, to pay its share of the Benefice's costs of mission and ministry through this budget.

The principal working relationship is between the Team Rector and the Hub Parish Leaders.

- 6. The relationship between CWJC and LDBF is operational and financial. There is a wider relationship with the Church of England through the Synodical structure: the Benefice of Wigan forms a Deanery which elects a Deanery Synod which links into the Diocesan Synod and General Synod of the Church of England. WDT and Church Wigan's other partners sit outside this structure.

The Hub Leaders and Team Rector are also accountable to the Archdeacon and Bishop.

- 7. Other Partners, who include other local churches and grant making bodies, work together where they share common objectives. These partners may not share all of Church Wigan's objectives and will undertake much of their agenda outside the Church Wigan umbrella.

POLICY ON EMPLOYMENT STATUS VERGERS AND ORGANISTS

1. Church Wigan benefits from the generosity of those who offer to serve the church by giving their time to undertake a variety of roles that help deliver mission and ministry. In many cases people offer their services as Volunteers who may be reimbursed reasonable expenses but do not receive any payment for their time, but in some cases it is appropriate to pay people for their service to the church.
2. In most cases, those receiving payment are employed by their PCC on contracts of employment (which can be written or verbal). Employees benefit from the rights set out in their contracts and in employment law and are registered with HMRC. However, for others, mainly serving as Vergers and Organists, an employment contract is not appropriate.
3. Some organists are paid for Sunday services as well as funerals and weddings; these either receive an emolument or submit an invoice as a self-employed contractor. Those who are paid an emolument are treated as employees or workers and are registered with HMRC and those submitting invoices have produced evidence that they are genuinely self-employed. In the few cases where vergers receive an emolument for undertaking other duties such as gardening, cleaning or covering Sunday services, they are registered as workers or employees.
4. ***Those with existing contracts as employees or workers on 1 April 2019 and those treated as self-employed contractors before 1 April 2019 will continue on their existing terms (subject to changes allowed under the terms of the contract or required by changes to the law).***
5. Many organists and most vergers serve at Sunday services as volunteers and are only paid fees for the occasional funerals and weddings they cover which are additional to their commitments as a volunteer at Sunday worship¹. Going forward, the fees relating to funerals will be processed through the Wigan Deanery Trust as part of the funeral service the Wigan Deanery Trust will offer to Church Wigan, although the relationship will continue to be between the individual and the Parish (at present wedding administration and payments will continue to be managed by the Parishes).
6. Under current best practice² the organists and vergers referred to in clause 5 are considered to be volunteers who also provide paid work on an "as required" basis. This category of worker will be deemed casual workers when they are carrying out paid work. They are in effect "Bank Staff" who can be called upon as and when jobs come up but are not obliged to take up such jobs when offered.
7. The advice given is that casual workers should be registered with HMRC and all payments to them are processed through payroll with the appropriate income tax and NI deductions. None of the vergers or organists in Church Wigan currently in this category have earnings from their fees that would put them at or above either the PAYE threshold or National Insurance Lower

¹ The policy of the Liverpool Diocesan Board of Finance is that the PCC can only invoice for the services of a verger or organist where the Verger or Organist is paid for providing their services

² Confirmed by advice from an employment lawyer

Earnings Limit, so there would not be any deductions unless other income put individuals above these levels.

8. Vergers and Organists classed as casual workers or "Bank Staff" will be signed up to casual worker contracts (it is also good practice to have a volunteer agreement in place for all who volunteer for Church Wigan).
9. ***The Wigan Deanery Trust requires that all organists and vergers paid fees for funerals have a Casual Worker contract³ and are registered with HMRC and payments are processed through the payroll bureau⁴.***
10. ***It is Church Wigan policy that parishes manage payments for weddings or other casual work in the same manner. The WDT will provide such a payroll service for weddings and other casual work (with the respective treasurer making the financial payment to the Casual Worker).***

³ The contract will be between the individual and the Hub PCC. The Deanery Trust will offer a template.

⁴ The Payroll bureau will produce a payslip, but payment will be made to the individual by the PCC; the Deanery Trust will pay the total fees due to the parish (statutory fees plus all local charges) directly to the PCC.