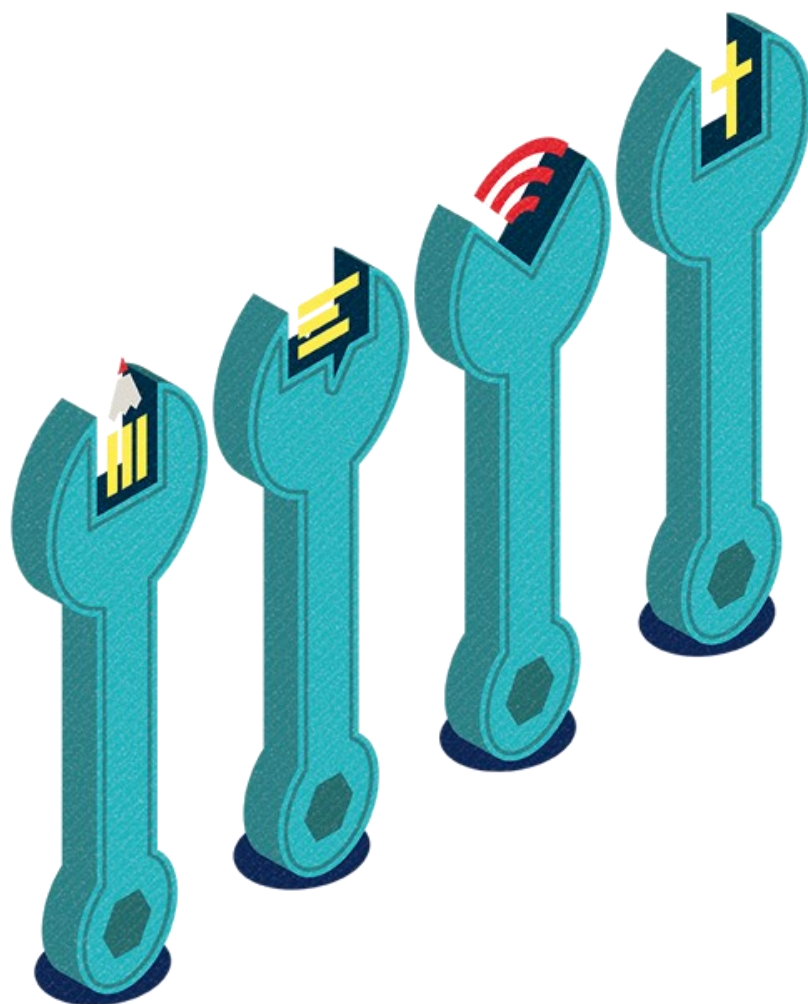


GIVING STRATEGY 2021–2026

CREATING A GENEROSITY AND THANKFULNESS TOOLKIT
FOR OUR CHURCHES



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A free, family fun day in Bolton coordinated by St Peter's Church, Halliwell, that has grown each year, attracting 7,000 people in 2019. 'Party in the Park' blesses the community, connects churches of different denominations, and offers space for outdoor worship as well as lots of fun activities, links with schools and support for people with special needs.

INTRODUCTION FROM THE BISHOP OF MANCHESTER

Giving, generosity and thankfulness are core elements of who we are as Christians. As children we were taught by our families and church schools that this was a vital part of our Christian faith. This responsibility of teaching lifelong giving has now been passed to our church communities.

We need to equip our clergy and laity with the skills and confidence to do this well within our church buildings, and to share these messages within the communities where they are located.

This strategy aims to provide a valuable toolkit of resources for our churches to utilise. Some may use everything it plans to offer, others will pick individual elements.

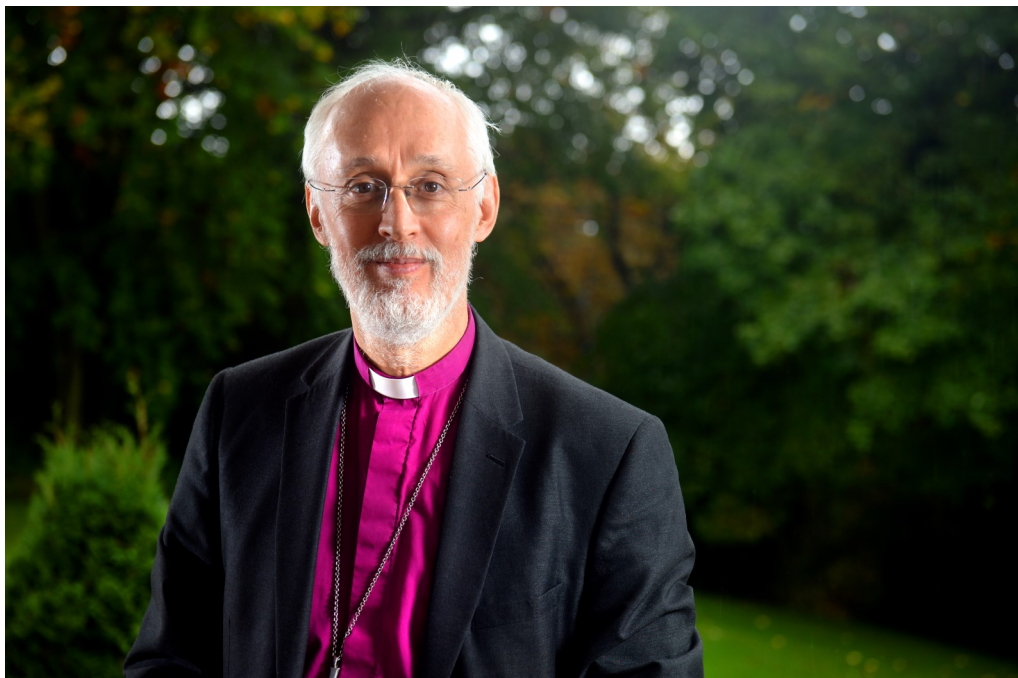
Training is vital if we are to equip people with the skills and knowledge to do this well on an ongoing basis. As a good discipleship model, we will also be encouraging successful churches to walk alongside their neighbouring churches, sharing their knowledge and experience in practical ways to help them to be successful.

Giving is changing rapidly. Our churches need to be equipped to offer the donation methods donors choose to use. One of the goals of this strategy is for all churches to be able to receive digital donations in some form. This is a challenge we can all achieve.

Our diocese is implementing ambitious plans to grow. If we are to achieve these successfully it is vital that generosity and thankfulness are at their core.

Dr David Walker

+ Manchester



OUR VISION

To be a worshipping, growing and transforming Christian presence at the heart of every community.

OUR GIVING MISSION GOALS

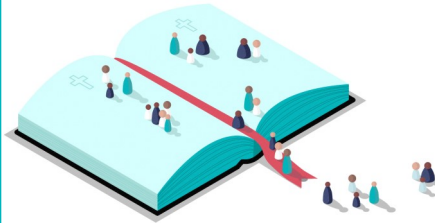
Growing:

to increase giving levels in our churches
to develop mission and growth initiatives



Nurturing:

to ensure generosity and thankfulness are spoken about throughout our diocese



Serving:

to encourage generosity and thankfulness in our churches, so they can support each other and the communities they serve



GIVING IN OUR DIOCESE

This document aims to increase the total amount of giving across all donation methods, with a focus on lifelong generosity at its heart. This can only be achieved in an environment where giving is seen as a key part of our Christian discipleship.

Individual churches can be successful if they use the tools and resources provided offering multiple opportunities to be successful in their efforts. For example, the new Regular Giving Initiative aims to increase the number of planned givers who will also increase their donations annually.

This giving strategy will successfully achieve its objectives if the whole diocese has generosity and thankfulness at its heart, supported by clergy and lay leaders focusing on financial giving as a key priority.

However, for many years, total and planned giving has been reducing throughout our diocese (-7% 2012–2018, see figs. 1 and 2), and this has been made worse by COVID-19.

Planned giving represents 70–75% of the total amount donated, but it is a great concern that the number of planned givers is falling (-24% 2012–2018, see fig. 3). As planned givers die, or leave the church, they are not being replaced.

The number of planned givers is also falling faster than average attendance (-24% vs -14% 2012–2018). This decline means planned giving is clearly not being encouraged enough, particularly with new and less well-established members of our church communities.

Fortunately, to date, the monetary value of donations by planned givers is falling more slowly than their number. Existing planned givers are also increasing their giving (+22% 2012–2018, see fig. 4) to make up for lost planned givers. However, this is not sustainable.

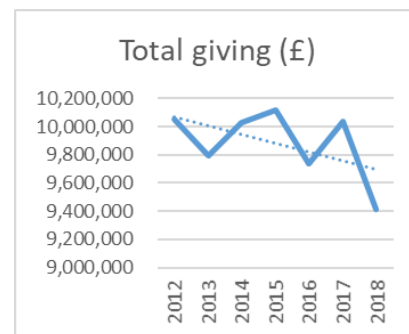


Fig. 1

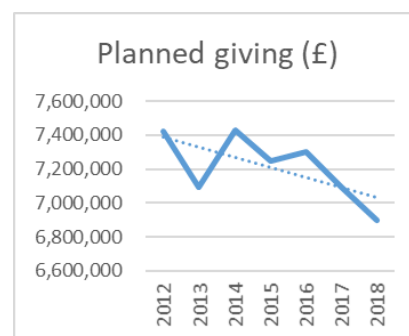


Fig. 2

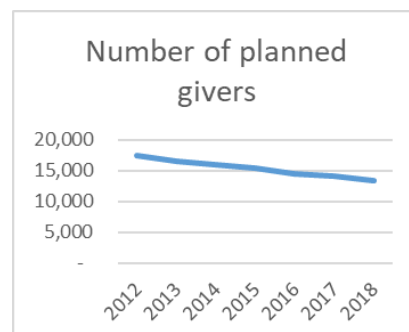


Fig. 3

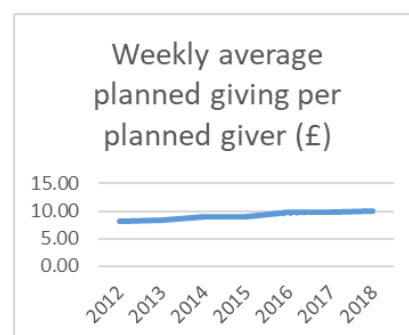


Fig. 4

We are creating a generosity and thankfulness toolkit for our churches comprising these four objectives:

- * **REDISCOVERING OUR GENEROSITY AND THANKFULNESS**
- * **TRAINING FOR CHURCH COMMUNITIES**
- * **MAXIMISING TAX-EFFICIENT GIVING**
- * **IMPROVING FUNDRAISING**

OBJECTIVES



REDISCOVERING OUR GENEROSITY AND THANKFULNESS

- Ensure generosity and thankfulness is a core message in our diocese
- Encourage everyone to talk about generosity and thankfulness
- Provide a variety of materials to enable churches to teach people of all ages why this is important
- Help churches communicate to their communities why giving is needed
- Help churches thank people for their support
- Help churches to tell people about the difference giving is making in their church and the wider diocese
- Inspire churches with the successful experiences of others
- Create a network of 'giving buddies' who will walk alongside to provide support and encouragement
- Assist churches so they can successfully use new donation and payment methods



The empty vicarage at St Andrew's Church, Hillock, has been transformed into a community hub offering a food pantry, clothes store, library, Wi-Fi for low income and unemployed families, and a breakfast club during the summer holidays.

- Introduce a Regular Giving Initiative (RGI) scheme which increases giving year on year
- Increase the number of people leaving gifts in their wills to support their churches
- Support churches working with other organisations to meet the 'common good'
- A payroll giving scheme to be made available for all Diocesan Board of Finance and Diocesan Board of Education staff, subject to the results of a feasibility study
- In partnership with the Diocesan Board of Education, new materials to teach generosity and thankfulness in schools



The Hive Community kitchen at St Paul's Church, Withington, provides a Place of Welcome for the local community and people of all backgrounds, offering restaurant-quality food and hospitality. It also offers volunteering opportunities and partners with L'Arche Community for adults with disabilities. A garden provides produce for the café.



TRAINING FOR CHURCH COMMUNITIES

- All clergy to receive generosity and thankfulness training
- Deliver training for clergy and lay people on their responsibilities for giving and fundraising as trustees of Parochial Church Councils
- Provide documents on generosity and thankfulness that can be used successfully in every church
- Create resources that can be watched or listened to within our church buildings or online
- Train volunteers in each deanery to write successful fundraising applications to send to local companies, charitable trusts and grant making organisations



Training for Gift Aid Secretaries and Treasurers from across our diocese.



MAXIMISING TAX EFFICIENT GIVING

- Provide easy-to-understand guidance to increase tax efficiency on sources of income
- Ensure HMRC claims include all eligible donations
- Continue to grow our excellent relationship with HMRC
- Support churches so they can accurately record giving and Gift Aid information
- Encourage churches to join the Gift Aid Lite scheme
- Make it straightforward for volunteers to successfully use the software provided by Gift Aid Lite



Contactless giving being used for the first time at St James' Church, Didsbury.



IMPROVING FUNDRAISING

- Provide churches with guidance so they can fundraise in a safe and legal manner
- Enable churches to easily identify and successfully apply for external funding
- Develop the use of income generation activities within our churches (e.g. food projects, cafes, and renting social spaces)
- Develop and maintain good relationships with regulators within the charity sector (e.g. The Charity Commission and the Fundraising Regulator)
- Develop case studies of churches who are successfully fundraising in their local communities
- Create a 'central mission/appeals fund' enabling people from across the diocese to make donations and fundraise, subject to the results of a feasibility study



Revd Huw Thomas of St Michael's Church, Flixton, fundraising and DJing to entertain the runners taking part in the Greater Manchester Marathon.

OUTCOMES

By 2026, the success of this strategy will be assessed on the following results:

REDISCOVERING GENEROSITY AND THANKFULNESS

- The number of people across the diocese who commit to regular giving will have risen by 25% (from the 2018 figure of 13,300 givers) based on successful results from our church growth strategy
- 60% (114) of current Gift Aid Lite member churches will have joined the Regular Giving Initiative
- All churches will be using generosity and thankfulness resources at least once a year encouraging generosity to support the mission and growth of their church
- All churches will have used legacy giving resources and training to increase their income from legacy gifts
- All churches will have used video content and template documents on generosity and giving

TRAINING FOR CHURCH COMMUNITIES

- A giving and thankfulness learning toolkit will be available for all PCCs to assess their training requirements
- Every PCC will have access to training materials to meet their giving and fundraising needs
- Generosity and thankfulness will be embedded into training for new and existing clergy and laity in positions of responsibility

MAXIMISING TAX EFFICIENT GIVING

- 80% of churches will be Gift Aid Lite members (63% at the end of 2020)
- Easily accessible toolkits and guidance will be available to help churches implement new methods of giving and claim donations tax-efficiently

OUTPUTS

By 2026, the success of this strategy will be assessed on the following results:

REDISCOVERING GENEROSITY AND THANKFULNESS

- Generosity and thankfulness will be at the core of all new diocesan plans
- Each deanery will have a number of 'giving buddies' for help, support, and training

TRAINING FOR CHURCH COMMUNITIES

- Each deanery will have volunteers who can write successful funding applications

MAXIMISING TAX EFFICIENT GIVING

- All churches will have completed an audit exercise to ensure all records held by HMRC are accurate and up-to-date

IMPROVING FUNDRAISING

- Strong partnerships with relevant external organisations will be in place to provide fundraising support to all churches

HOW WAS THIS STRATEGY DEVELOPED?

FIRST STEPS

A small sub-committee of the Giving Steering Group was tasked in the summer of 2020 with drafting a giving strategy for the Diocese of Manchester.

An initial draft was written which built upon the developments in giving and generosity that have taken place in our diocese in recent years, and the challenges faced across our diverse church communities.

CONSULTATION MEETINGS WITHIN OUR DIOCESE

If this was to be used across our diocese it needed to be a document that was easily understood and usable by all – congregations, Parochial Church Council members, clergy, and Diocesan staff.

A mixture of clergy and laity (see page 13) was invited to represent the diversity of church traditions and experiences of giving in our churches. A draft strategy was shared in advance with this group, and a number of questions were also posed to assist the consultation.

Three online consultation meetings took place in September 2020, with each individual meeting lasting for over two and a half hours. The questions contained within the draft strategy formed the basis of an agenda, and detailed notes were typed up following each meeting.

The feedback from this consultation process has been used to transform the strategy into the document you are reading.

CONSULTATION MEETINGS WITH NATIONAL CHURCH GIVING TEAM

Once the diocesan consultation process had concluded it was important to share our plans with the National Church's Giving Team. The giving strategy was improved by the excellent feedback.

BACKGROUND INFORMATION

Many thanks to the following who took part in the development of this strategy, for sharing their own experiences and personal views:

- Peter Askew
- Allison Bamford
- Neville Barker
- The Revd Daniel Burton
- Peter Caffrey
- David Cooper
- Simon Dennis
- Len Derbyshire
- Ags Hawkins
- The Revd Julian Heaton
- Henry Hope
- The Revd John Hughes
- The Revd Canon Simon Killwick
- The Revd Kim Lafferty
- Yvonne Mackereth
- The Revd Mike Read
- The Revd Ben Woodfield

The following helped develop and write this strategy's documentation:

- Paul Bailey, Diocesan Giving Advisor
- Dan Bainbridge, Information and Systems Manager
- The Revd Ian Bullock, Incumbent, Benefice of Littleborough
- The Revd Paul Monk, Incumbent, Benefice of Clarksfield and Waterhead
- Susan Warren, Diocesan Gift Aid Advisor

EXPLANATIONS OF TERMS USED

TERM	WHAT IT MEANS
ALM	The initials mean 'Authorised Lay Ministry'. In this context, it refers to a person who is accredited by the Diocese of Manchester.
Benefice	A group of parishes joined together under a vicar, or sometimes a team ministry.
Charity trustee	Trustees are the people who share ultimate responsibility for governing a charity and direct how it is managed and run. All the members of a church's Parochial Church Council (PCC) are charity trustees.
Contactless donations	Financial donations made using credit cards and debit cards, or other devices, including smartphones and other mobile devices. They are touched against a card reader, so a PIN is not required.
Cloud	A term meaning 'stored on the Internet' or 'accessed through the Internet'.
Common good	Actions and activities which benefit society as a whole.
Digital donations	Financial donations made without the use of a bank cash or cheque (e.g. donate now buttons, contactless, and standing orders).
Direct Debit	A type of electronic payment in which a person gives permission to an organisation to take money from their bank or building society account. Direct debits can be used to pay household bills (such as gas or electricity) but also subscriptions and membership fees. Only organisations can be paid using this method, not individuals.
Diocese	A diocese is one of the principal administrative areas in the Church of England. The Diocese of Manchester is implied where the word 'diocese' occurs here on its own.
Donation or payment method	The way a financial payment is made. The commonest examples are cash, cheque, or digital/electronic.
Friends Groups	A group of people connected to a Church. They may be local people, volunteers, worshippers, or previous members who have moved away. They could be called a 'Friends Group', 'heritage group', or something else your church decides upon. Members might pay a subscription and/or receive membership benefits. The Friends Group may be independent, but needs to maintain a close working relationship with those who manage the church.

TERM	WHAT IT MEANS
GASDS	The initials stand for 'Gift Aid Small Donations Scheme'. It allows parishes to claim a Gift-Aid style repayment to be received on small cash and contactless donations of up to and including £30 to a threshold of £8,000 of donated income per tax year per church.
Gift Aid	A scheme that allows a charity to claim extra money from HMRC. If the donation is eligible, the charity can claim an extra 25p for every £1 donated. Each donor must previously have paid the basic rate of income tax and made the donation from their own funds.
Gift Aid Lite	Gift Aid Lite is a scheme for administering and claiming donations received via Gift Aid and GASDS. Gift Aid Lite is available to all churches in the Diocese of Manchester. It operates through a secure, cloud-based software programme. The diocese provides access to the software, training, and support free of charge.
Giving buddy	An individual from a neighbouring church (clergy or laity) who has knowledge, skills, or experience, and is willing to share it with your church. They will walk alongside an individual from your church until they become confident enough to do this themselves.
Grant	A grant is a payment to a charity from the National Lottery, government department, corporation, foundation or trust. It is always given for a strictly defined purpose such as building work, salaries, etc.
HMRC	The initials stand for 'Her Majesty's Revenue and Customs'. HMRC is the department of the UK Government responsible for paying benefits, collecting taxes, enforcing tax and customs laws, and enforcing the payment of minimum wage by employers. It also repays Gift Aid and GASDS monies back to charities.
Idox	Idox runs the www.idoxopen4community.co.uk/diomanchester website. The site allows a user to search the internet to find external sources of funding. The site is an excellent tool so all churches are encouraged to register and use it regularly. Parishes in our diocese can use it free of charge.
Legacy	Money or property left to an individual, organisation or charity in a will. It can only be paid after the person who wrote the will has died.
Mandate	A written instruction from a customer to a bank or building society asking them to open an account, or to make regular payments from the customer's account.
Online donations	Financial donations made through a computer connected to the internet.

TERM	WHAT IT MEANS
Open Banking	A new form of technology that gives individuals innovative ways to manage and move their money. It allows people to share their financial data with apps and websites to improve the banking experience, and to reduce transaction fees. Only companies that have passed industry security checks can take part. So, it is safe, secure and convenient.
Parish Share	The amount of money a parish is asked to contribute to the diocese each year. It helps pay for stipends, and administration in the diocese.
Payroll Giving	Payroll Giving enables an individual to donate regularly from their gross pay/pension to charities of their choice. The donations are taken from an individual's pay/pension before income tax is applied, making it a tax-effective way to give.
PCC	The initials stand for 'Parochial Church Council'. Each parish is a charity under English law and is controlled by a groups of trustees known as the PCC.
PIN	The initials stand for 'Personal Identification Number' and represent the series of numbers that must typed into a cashpoint machine before money can be withdrawn, or typed into a card reader before a payment/donation can be made. A contactless machine does not require the use of a PIN by a donor.
Regular Giving Initiative	Offered to members of the Gift Aid Lite scheme, the Regular Giving Initiative (RGI) is a donation method which allows donors to plan how much and how frequently they wish to give to your church. If the donor is a tax payer, it also claims Gift Aid on the donations.
Standing Order	An electronic method of payment in which an account holder instructs their bank or building society to make a fixed and regular payment to a different account. The payments leave the person's account on a pre-agreed date. Payments may occur weekly, monthly or annually. If a payment date falls on a non-working day, the payment will be made on the next working day.
Tithe	A tithe is a proportion of a person's earnings, productions, or possessions that the Bible says they should give to God. For example, Leviticus 27:30 says, 'A tenth of the produce of the land... is the Lord's and is holy.'
Transaction fee	A charge that has to be paid every time a financial services company processes an individual's electronic payment/donation. Depending on the payment processor being used, a transaction fee can be charged as a percentage of the payment/donation amount, or with an additional fixed amount.

"Be doers of the word, not hearers only."

(James 1:22)



@manchestardiocesegiftaidlite



www.facebook.com/groups/dioceseofmanchestergiving/



@giftaidlite



www.youtube.com/channel/UCVb_xE3rvBZ_jIYZX6IWxHA



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