



Property Department Strategy

October 2017

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1.0 Introduction and Purpose

1.1 Summary

Back in 2011 the diocese appointed a consultant, Peter Cordy, to undertake a “Diagnostic Health Check” to address risks relating to:

- the welfare and morale of clergy;
- the potential for loss of value;
- possible legal action on account of poorly managed property;
- loss of income by not having an estate that is properly managed.

The culmination of this piece of work was a report to the Diocesan Board of Finance which included a review of Land and Property (Assets) Management.

Following the review this piece of work has laid dormant. This document has been used on an informal basis to inform some of the working practices in the Property Department.

1.2 Why we manage our property

While it seems obvious why we would manage property, it is useful to summarise why good management of property is essential to the diocese. The four bullet points above are as relevant today as they were in 2011.

The welfare and morale of clergy

The assumption underlying this strategy is that happy people are more effective and motivated, and that adequate housing is essential to human happiness. It is also extremely important that the welfare of clergy is at the forefront of the property department’s work and that anyone who occupies a diocesan-owned property does not live in accommodation that is sub-standard.

The potential for loss of value

Whilst the diocese owns very little property on investment terms it is important to consider the value of the estate. There are times when we need to sell property (pastoral reorganisation) and there is an obvious impact on value if this property is in poor condition.

Possible legal action on account of poorly managed property

There are a number of pieces of legislation that apply in the private rented sector, such as Landlord’s Gas Safety. Not all apply to clergy housing, however, we do still attempt to adhere to these regulations where possible as it benefits the clergy occupying the property. When we let property we are required to comply with all legislation.

Loss of income by not having an estate that is properly managed

As outlined, the diocese does not have an investment portfolio of properties. However, when property is not being used for parochial purposes it is generally let on the open market. In order to maximise letting income property must be in good condition and in compliance with the relevant legislation.

2.0 Strategic Themes

There are four main themes that form this strategy, all based around the diocesan strategy and the objectives contained within it. How these themes link to the diocesan strategy is outlined below in brief below. The strategic document goes into greater detail about how these themes are met.

2.1 Ensuring the housing needs of clergy are met (see sections 3 and 4)

How we provide clergy housing and what the provision includes are linked to the two diocesan objectives:

To resource a Christian presence in every parish by the provision and maintenance of housing which is safe, fit for purpose, and welcoming;
To promote care for the environment and sustainable use of resources.

This theme includes the following categories:

Housing provision for clergy;
Communication with clergy (Housing Handbook, website, etc.);
Provision of curate housing;
Energy efficiency and building improvements (insulation; double glazing).

2.2 Maintaining our assets (see sections 5)

How we go about caring, maintaining and improving diocesan property assets.

Linked to two diocesan objectives:

To resource a Christian presence in every parish by the provision and maintenance of housing which is safe, fit for purpose, and welcoming;
To promote care for the environment and sustainable use of resources.

This theme includes the following categories:

Asset surveys
Maintenance investment and forward planning (Quinquennial repairs, ingoings, etc.).
Energy efficiency and building improvements (insulation; double glazing).

2.3 Realising the potential of our assets (see sections 6)

How we realise the financial potential of the property assets we own.

Linked to two diocesan objectives:

To resource a Christian presence in every parish by the payment of stipends and pensions
To support the Anglican church, nationally and internationally, and other particular ministries to groups and communities

This theme includes the following categories:

Letting of property not in parochial use;
Site potential assessment – alternative uses and planning and the potential for development or disposal (with regard to glebe and diocesan houses).

2.4 Asset management (see section 7)

How we track and manage diocesan property assets.

Linked to one diocesan objective:

To run an effective organisation in order to deliver these objectives, including the provision of support to senior clergy and management of assets

This theme includes the following categories:

Ensuring our property interests are protected
Use of Propman database as an asset register
Ensuring the risks associated with property are identified and managed
Asset surveys

3.0 Ensuring the Housing Needs of Clergy are met

This section outlines how the diocese will ensure that the needs of clergy are met with regard to housing. This includes the standard and provision of housing and how we communicate this to clergy.

3.1 Housing provision for clergy (Green guide, etc.)

There has, in the past, been much anecdotal information about what a clergy house 'should be' in terms of size, accommodation, etc. Documents like the Green Guide are routinely held up as the 'legal' standard but this document is in fact a guide associated with the construction of new parsonages.

3.1.1 Statutory Provision

The two measures that apply (which depend on how the priest is appointed) are the [Ecclesiastical Offices \(Terms of Service\) Measure 2009](#) and the [Repair of Benefice Buildings Measure 1972](#). Whilst both of these documents outline roles and responsibilities of the various parties, there is not a document that states what a parsonage should consist of.

3.1.2 The Green Guide

[Parsonages: A Design Guide](#), more commonly known as the 'Green Guide', was first produced in 1953. The Guide is commonly held up as the standard for parsonage houses. However, the document itself states:

“..... It is, however, important to remember that this document is a ‘guide’ and not a ‘blueprint’ for those who are planning to build a new parsonage house. Diocesan Parsonage Committees should certainly not feel that it is obligatory to ‘upgrade’ to the new standards, parsonages already in existence or houses to be purchased for that purpose, although, of course, clergy will always be grateful for affordable improvements.”

3.2 The diocesan standard for parsonages houses

In the absence of any standard for parsonage houses in the diocese this document seeks to provide a minimum standard for clergy housing. This minimum standard applies to size of parsonage house, level of accommodation, etc. The finer detail of provision is included in the Housing Handbook.

Where possible, the diocese will aim to meet these standards, most of which mirror the Green Guide. However, there are occasions when it is difficult or even impossible to meet the standards. Examples of this are the provision of car parking in a city centre location or altering a listed building to provide additional space.

It should also be said that there will be some properties in the diocese that do not meet these standards and there is little scope for improvement.

3.2.1 Location

Canon C25 states – “Every beneficed priest shall keep residence in his benefice”, exceptions to this can only be made if permitted by the Bishop (Canon C25.4). However, city centre locations do not always make this possible.

On this basis I propose the following:

The parsonage house must be located within the benefice to which it is assigned. The only exception to this is where a suitable house cannot reasonably be provided or purchased within the benefice.

The consent of the Bishop must be obtained where a parsonage house is provided outside of the benefice.

3.2.2 Size

There is little data on the ideal size of a parsonage house, the Green Guide states that 181 – 190m² is the optimum size.

The majority of parsonage houses conform to this standard, so I propose the following:

The minimum floor area of habitable space in a parsonage house should be 180m². Garages and outbuildings are not classed as habitable spaces.

Where a parsonage house does not meet this standard, the property department will look at a suitable extension. If it is not possible to extend the parsonage house, then a replacement house will be sought.

3.2.3 Car parking

The vast majority of parsonage houses in the diocese have space for off-road parking and a garage. The exception to this is city and town centre locations, although even in these locations most houses do have some form of parking provision.

When setting a standard for parking it is important to remember that the nature and location of the benefice will dictate the need for car parking - a rural parsonage in an area where there is no public transport will usually require more parking than a parsonage in a city centre, where travelling on public transport is the norm or the geographical area of the parish is much smaller.

On this basis the standard is proposed as follows: -

The diocese will provide a parsonage house with a minimum of four car parking spaces (this includes spaces in garages) for parsonage houses in rural locations.

Where the parsonage house is in a city or town centre location the diocese will provide a minimum of two car parking spaces (this includes spaces in garages). The following locations are classed as city / town centre locations.

- Brighton & Hove
- Worthing
- Hastings and St Leonards
- Horsham
- Crawley
- Chichester
- Eastbourne

Providing a garage is not seen as essential so we would not seek to build them or actively purchase properties with garages.

3.2.4 Study

Generally speaking, the diocese does already provide for study space in parsonage houses. Currently the size of study provision is dictated by the physical constraints of the properties we own.

Whilst replacing properties with inadequately sized studies is an option, new build properties very rarely come with a study of a suitable size, most are small home offices.

On the above basis I propose the following:

The diocese will provide study space in a parsonage house. The size and location of the study will depend on the physical constraints of the property. If a study does not offer enough space or is sited poorly and this is affecting the ministry of a priest this should be raised with their Archdeacon who will then raise it with the property department. The request will be assessed as outlined in section 3.3.

Where the diocese is purchasing a new property or is constructing an extension, then points 1 and 2 below must apply. Points 3, 4, 5 and 6 are not mandatory but the diocese would aim to meet these standards where possible:

1. The study should not be less than 20m² in size.

2. It must be located on the ground floor and easily accessible for people with disabilities.
3. It should be well separated from 'private' parts of house.
4. It should be accessible from entrance lobby / start of inner hall
or
5. Provided with its own external access.
6. It should have direct access to a WC which can be used by visitors without entering the 'private' parts of the house.

3.2.5 Kitchens and Bathrooms

The diocese is currently embarking on a programme of improvements to its parsonage houses, part of this is the replacement of kitchen and bathrooms.

The replacement / refurbishment of kitchens and bathrooms is currently administered via a maintenance plan that has been put in place for all parsonage houses.

The life cycles for kitchens and bathrooms are outlined below. These are in line with standards that are set in the private rented sector:

- Kitchens – 20 years
- Bathrooms – 30 years

These life cycles are used in setting property budgets for future years. There may be situations where a particular kitchen or bathroom needs replacement before its life cycle ends. In these instances the condition of the kitchen or bathroom will be assessed. The personal taste of the occupants, whilst it will be taken into account, cannot be the deciding factor when it comes to replacing a bathroom or kitchen early.

3.2.6 Energy Efficiency in Parsonage Houses

The diocese will make every effort to improve the energy efficiency of parsonage houses, this includes the following: -

- Providing doubling glazing (where planning legislation allows).
- Ensuring that gas or oil fired boilers are no older than 15 years old.
- Upgrading loft insulation to meet or exceed the current building regulations
- Introducing cavity wall insulation (where the construction of the building allows)

Energy efficiency upgrades are being introduced in line with quinquennial repairs. However, if a clergy person has specific concerns about their property regarding energy efficiency they are encouraged to contact the Property Director or their Archdeacon.

3.3 Requests for Alterations to Parsonage Houses

On occasion clergy may make a request to the diocese for alterations to be made to their parsonage house, examples may include removing walls to make larger kitchen/dining areas, an extension or garage conversion to house an enlarged study or creating additional bathrooms.

There is no current budget allowance for requests of this nature and generally the costs of undertaking work of this type are considerable. On this basis the procedure is as follows: -

- A written request for alterations to a parsonage house is made by the Archdeacon to the Property Director on the form included in appendix A.
- *These requests will then be collated over the course of the year and presented to the relevant parsonage sub-committee for budget approval. This is proposed to take place in May of each year.
- Once the committee has met and made a decision on each request then the archdeacon will write to the relevant clergy person to let them know of the outcome.
- If the circumstances are exceptional and a project is to be completed where there is no budget allowance, then the matter is referred to the Operating Committee or Bishop's Council for funding approval before the commencement of any work. The committees will need to consider whether to allocate additional funds or relocate funds from other projects.

*Note – An example of the timeline is as follows.

If a request is submitted and approved in say May 2018, then the diocese would not start work on the proposed alterations until the start of 2019 financial year (January 2019).

3.4 Ingoing Works

While a property is empty we will make every effort to undertake works that bring the property up to a good standard and to ensure that clergy are happy and comfortable in their new home when joining or moving within the diocese.

If the kitchen or bathrooms are due for replacement within three years of the appointment then we would bring them forward so they form part of the ingoing works, this will hopefully minimise disruption to clergy and give them an input into the works that are taking place.

However, requests for alterations to the property of the nature outlined in section 3.3 will be dealt with as outlined in the same section.

Exceptions to this include where we are altering a house to aid access for the disabled or where there are serious issues with the house which hinder the clergy person's ministry. In these cases the matter will be referred to the Diocesan Secretary and Chair of the Board of Finance.

3.5 Parish Offices

On occasion PCCs have operated a parish office from the parsonage house. There is not absolute bar on the PCC doing this, although it is discouraged. It will only be permitted on the following conditions: -

- The PCC obtains the express consent of the priest occupying the property in writing and provides a copy of this to the property department.
- Arranges its own insurance cover for any items stored in the office.
- That the PCC removes the office from the property during any interregnum. This is to ensure that any future appointment has a free choice on whether to allow an office to operate from the parsonage house or not.

3.6 Provision of training curates' housing

The housing of a training curate is the responsibility of the diocese. There are no set standards and the property provided will reflect the curate's own personal circumstances.

Generally speaking the following would apply.

3.6.1 Where a Diocesan Owned House is Available

Once the placement of curates is known the property department will look at the available properties owned by the diocese that could be used to house a curate. In most circumstances we would look to house a curate in a diocesan owned property, exceptions to this may be where the diocesan house is tenanted and it is financially advantageous to rent an alternative house for the curate.

3.6.2 Where no Diocesan Owned House is Available

If the diocese does not own a house then it will seek to rent one, the diocese will pay the deposit, rent and any associated letting fees. When looking for a house the diocese would seek the help of the training incumbent/churchwardens as they will have invaluable knowledge of local area in which the curate will be housed.

Where a PCC starts to search for a suitable property then the property department will provide them with a rental budget. If the PCC finds a property within the budget it has the authority to proceed and secure the property. If PCC cannot identify a suitable property within budget then it must approach the property department to request an increase before proceeding.

When securing a property the PCC will usually be asked to provide a holding deposit. The PCC should pay this deposit and seek recompense from the diocese.

Where the DBF rents a property it will act as a corporate tenant with the training curate classed as a person with permission to occupy. It will also meet all fees associated with the letting (references, tenancy fees, etc.).

3.6.3 Location

When it is possible to do so the diocese will make every effort to house a curate in the parish where the curacy is being served. However, in city and town centre locations it is possible that the curate's accommodation may be in a neighbouring parish.

Where a diocesan owned house is just outside of the parish where the curacy is being served consideration will be given to its use on a case by case basis.

3.6.4 Level of Accommodation

Wherever possible the following accommodation will be provided for curates: -

- Bedrooms – a minimum of two bedrooms are to be provided up a maximum of four, the purpose of an additional bedroom for smaller families is to allow members of the extended family to visit, this is particularly important for single curates: -

Without Children

- Single Curate – two bedrooms
- Married Curate – three bedrooms
- Curate in Civil Partnership – three bedrooms

With Children

- Single or married curate, one child – three bedrooms
- Single or Married curate, two children – four bedrooms
- Curate in civil Partnership, one Child – three bedrooms
- Curate in civil Partnership, two Children – four bedrooms

Where properties with more than four bedrooms are required then the matter will be referred to Bishop's Staff for a decision.

- Study Accommodation – Any property that is made available for a curate will include a room that can be used as a study. There is no minimum size for a curate's study and generally speaking it will not usually meet the same level as a parsonage house. Where the diocese is renting a property it is not unusual for the study space to be on the first floor. In some cases, studies may double up as a spare bedroom where appropriate.
- Generally – The diocese will make every effort to secure suitable accommodation for an incoming curate. However, it is not always possible to meet all requests for particular accommodation and so some compromise may need to be made. This may include being provided with a flat instead of house, or not being able to provide off road car parking. The diocese will endeavour to meet the parking requirements in 3.2.3 where possible.

4.0 Communication with Clergy

This chapter deals with how the property department communicates with clergy regarding housing provision, repairs, etc.

Clergy are, of course, welcome to telephone or e-mail the department, but the following items outline how the property message is conveyed to clergy. These items are to be seen as the "minimum standard" for the department.

4.1 Website (currently under construction)

The property department will have a dedicated area on the diocesan website that outlines basic property information for clergy to access. At all times the minimum information contained on this website should include:

Relevant contact details (telephone numbers and e-mail addresses) for all members of the property department, including information on their specific role;
A link to the current Housing Handbook and Parsonage and Glebe Manual;
Details of what clergy should do in an emergency and, where relevant, contact numbers for emergency contractors.

4.2 The Housing Handbook

First released in 2014, it must be kept up to date (reviewed annually) and made available to clergy and laity. Following annual review, the Handbook must be made available to and be approved by both sub-parsonage committees.

It outlines how clergy can report issues with their parsonage house as well as what is and is not permitted or provided.

The Handbook must be provided to clergy at the appointment stage, so that they are aware of the provision within it and their rights and responsibilities. It must also be available on the diocesan website at all times.

Once the property department provides the handbook it will seek acknowledgement of receipt and that it has been read.

4.3 Safety and Hazardous Materials

The following section outlines the proposed policy with regard to Landlord's Gas Safety and management of asbestos.

4.3.1 Landlord's Gas Safety

Due to the unique way in which the Church of England owns and deploys property, it must be emphasised that the matter is a legally complex one given that liabilities under the Gas Safety (Installation and Use) Regulations can be imposed on a number of different parties in respect of parsonages and other types of clergy houses. Section 12 of the Parsonages and Glebe Diocesan Manual outlines the position.

The following shows how the diocese addresses Landlord's Gas Safety. This should be read in conjunction with Section 12 of the Parsonages and Glebe Diocesan Manual. It applies to all clergy housing and any housing that is rented to a private tenant:

- All work to gas appliances, fittings and flues must be carried out by a competent and suitably qualified engineer who is Gas Safe registered. Under no circumstances should an unqualified engineer or occupant tamper with or attempt to repair a gas appliance;
- All gas appliances, fittings and flues in all diocesan owned residential properties must have a 12 month check. Safety records relating to these Checks must be obtained and a copy of this issued to each occupier;
- Before an empty property is re-occupied all appliances / fittings and flues must be checked to confirm they are safe, this applies even when the 12 month safety check is not due. Any unsafe appliances, fittings and flues left by a previous occupant must be made safe or removed altogether;
- Where a new gas appliance is installed, the occupant must be supplied with an instruction booklet.

4.3.2 Management of asbestos

Asbestos was widely used as a construction material from the 1950s onwards. However, it became clear that asbestos fibres were hazardous to humans and its use declined in the 1970s and 80s, though it was only completely banned in 1999.

Any building built or altered between 1950 and 2000 may contain ACMs (asbestos containing materials). This includes houses, schools, churches, halls, etc.

The diocese has a number of properties that date from this period or which have been altered within this period.

In order to manage asbestos in a diocesan-owned property the following must be undertaken:

- All diocesan property that is built before 2000 must have an Asbestos Management Survey. These surveys are commissioned so that a record of the presence of asbestos in each property is noted;
- These records must be provided to all contractors that are appointed to undertake work at diocesan property. This is done so that they do not disturb or damage any asbestos that may be present;
- Asbestos will always be removed where it poses a risk to occupants. Otherwise, the property department will decide on the best course of action to manage the asbestos in-situ;
- If major works are taking place that involve disturbing the structure, such as a new extension, then an asbestos refurbishment survey will be commissioned;
- If clergy want to do any work in their parsonage house, and this includes simple things such as decorating, then they are strongly advised to identify if asbestos is present by contacting the property department. Before seeking this advice, they must not break, cut or drill any suspect materials or remove or dispose of any asbestos material.

5.0 Maintaining Our Assets

In order to ensure that clergy are happy and motivated in their ministry it is important to ensure that the parsonage house they are provided with is well maintained, inexpensive to heat and light, and offers the right level of accommodation.

The following section outlines how this is to be achieved.

5.1 Maintenance plans

Over the last 18 months asset surveys for all diocesan property have been commissioned. This process is now largely complete and now forms the basis of maintenance plans for each house. In order to ensure that the maintenance plans are kept up to date and continue to be an effective tool, the following is proposed:

When a new property is purchased an asset survey is undertaken on which a 30 year maintenance plan is based.

Maintenance plans for all property are reviewed on a 10 year basis - this is to ensure that the plans remain current and contain up to date financial information.

5.2 Budgeting

One of the big thrusts of the asset surveys and 30 year maintenance plans is the ability to project future property budgets. Anecdotally it has been said that in previous years there has been underfunding of parsonage houses. It is clear from the asset surveys that there is a maintenance backlog which needs to be cleared. We have already started to address this.

The full figures are provided in Appendix B. Below is a summary of the figures along with budget projections for the next five years. The appendix contains budget projections up until 2044.

Before outlining the figures it is important for me to summarise how the figures are produced.

The quinquennial figures are taken straight from the asset survey and then reduced to 75%.

The reduction is based on our actual spend in 2016 against the projection and the fact that, in some cases, we undertake ingoing works, meaning that the quinquennial repairs are not always needed.

These figures include improvements such as kitchen and bathroom replacements.

The operating budget is based on interim repairs to houses and what we usually require for ingoing works.

Department costs mainly include wages, travel, church house apportionment, etc.

There is no allowance in the figures for one-off improvements or major improvements to houses. This includes building new extensions or major refurbishment works.

The figures in Appendix B indicate that the budget for quinquennial works and operating and department costs needs to run at about £3,000,000 per year. There is a clear drop off in the investment required in 2025 - this is a likely indication that the maintenance backlog will have largely been cleared at that point. The figures going forward then remain fairly stable at around £2,200,000 – I would suggest that £2,200,000 (£2,722,614.98 adjusted using the CPI @ 2.7%) is the figure the diocese should be aiming for after 2025, in order to ensure that the housing stock stays in good order. I expect that the operating budget can reduce after 2025 as it is likely that less work will need to be undertaken in the way of response repairs. I have made an assessment of how much it can be reduced by but this should be reviewed as the plans progress.

With regard to the property budget for the next five years the following budgets are projected based on the cost plans provided in each asset survey.

Year	Quinquennial Works	Operating Costs	Department Costs	Total	*Adjusted using CPI @2.7%	Inc. VAT@20%
2018	£1,482,238.50	£1,300,000	£375,000	£3,157,239	£3,242,484	£3,890,981
2019	£1,444,479.75	£1,300,000	£375,000	£3,119,480	£3,290,206	£3,948,247
2020	£1,996,057.50	£1,300,000	£375,000	£3,671,058	£3,976,515	£4,771,818
2021	£1,143,084.75	£1,300,000	£375,000	£2,818,085	£3,134,988	£3,761,986
2022	£1,505,516.25	£1,300,000	£375,000	£3,180,516	£3,633,706	£4,360,447

Table 1

The figures above produce a true picture of the costs associated with each of the next five years.

Table 2 show how the 'adjusted' figures look when some of the quinquennial works are moved, and essentially forms the draft budget for the next five years.

Year	Quinquennial Works	Operating Costs	Department Costs	Total	*Adjusted using CPI @2.7%	Inc. VAT@20%
2018	£1,482,238.50	£1,300,000	£375,000	£3,157,239	£3,242,484	£3,890,981
2019	£1,444,479.75	£1,300,000	£375,000	£3,119,480	£3,290,206	£3,948,247
2020	£1,996,057.50	£1,300,000	£375,000	£3,236,958	£3,506,295	£4,207,554
2021	£1,143,084.75	£1,300,000	£375,000	£3,252,185	£3,617,904	£4,341,485
2022	£1,505,516.25	£1,300,000	£375,000	£3,180,516	£3,633,706	£4,360,447

Table 2

It is important to 'even out' the spend as the maintenance plans progress. Table 1 above shows a 'peak' in the cost data. It is proposed that these peaks are addressed and quinquennial works are moved to facilitate this.

Using Table 2 as an example of this process we would look to move six properties from the 2020 schedule into the 2021 year. It is proposed that the maintenance plan is assessed on a yearly basis to facilitate this.

6.0 Realising the Potential of our Assets

With nearly 400 residential properties spread across the county of Sussex there is great potential to maximise income or to make property 'work harder' for the diocese.

The following section outlines recommendations on how this can be achieved.

6.1 Empty Properties

Where we are not housing a clergy person, the property should be considered for letting. In order to let an empty property the following applies:

There must be nine clear months from the date of a decision to let the property through to it being potentially used by clergy. Less than nine months and it is not possible to fit in a six month assured shorthold tenancy.

Where works are required to the property we would look to do this prior to letting, subject to funds be available.

Where a property is let it should be at a market rent, to be determined by asking an agent to assess the property.

6.2 Where two benefices are merged

Where a benefice is merged and one house is no longer required as a parsonage house, the pastoral scheme shall allow for this house to be transferred to DBF investment. The house will then be assessed with regard to its long term strategic use. If no use is identified then the house will be sold. If a house is earmarked for a future clergy person then it will be let until required.

6.3 Property disposal

In some cases a house may be deemed surplus to requirements and sold. In this instance, the approval of the Operating Committee shall first be sought. A minimum of two agents should be asked to value the property and a third valuation obtained if the first two are not in agreement as to the value of the property.

If a property has been let to a tenant for more than three years it shall be deemed not to have a strategic role in the property portfolio and it shall be put to the relevant committee for disposal.

As with any property disposal the relevant measure (parsonage or glebe) shall apply with regard to the issuing of notices.

6.4 Development projects

The nature of older parsonage houses means that they are generally situated on large plots. This means that there may be potential to provide additional housing on the site or to demolish the parsonage and provide a new one along with additional dwellings.

Where a site has been identified (data on sites and their development potential is held on Propman) as possibly having development potential, then a feasibility study should be commissioned to look at the potential for development against planning policy and the likely level of return.

Before proceeding with any feasibility studies the list of properties being considered will first be presented to the Archdeacon and the Assets Committee for comment.

Part of this feasibility study should seek the views of the incumbent (if one is in place). In order to minimise abortive fees this should be done at an early stage.

Where an incumbent is in favour of development and the result of the feasibility study is positive, the Operating Committee should be approached for consent to proceed. The paper to the committee should include the results of the feasibility study as well as an assessment of the budget needed for fees to progress the development.

7.0 Asset Management

In order to achieve the first three themes we need effective asset management. In recent years progress has been made with using the Propman database as an asset register, this section formalises and builds on that. In order to ensure that the diocese's property interests are protected, the asset register needs to be well maintained.

Asset records such as sale and purchase, rental income, etc. is made available to appropriate committees when it is requested.

7.1 Propman

Propman has been in place since 2013 but has only really been effectively utilised in the last two years. At present the Propman database is used for the following:

- Asset register for diocesan owned properties (Inc. title plans and other important information)
- Work orders and work history
- Designation (glebe, parsonage, etc.)
- Sale and purchase information
- Insurance and market values
- Budget tracking
- Assessment of development potential of sites

7.2 Papervision

Papervision is the electronic filing and archive system that we use to keep property records, this system is linked to Propman. This essentially means that we use Propman as a filing tool, property records are linked to their own specific Propman entry.

7.3 Digital Mapping

The mapping system is still under construction. We currently use Google Maps to plot property assets in the diocese. This allows us to see basic relationships between parsonage houses, churches, glebe, etc.

Appendix A – Form for Requesting Alterations to a Parsonage House

Name of priest	Benefice
Property Address	
Alterations Requested	
Reason for Alterations	
Does the priest or the PCC (or other body) intend to make a contribution to the cost of the work? If so please provide details	
Archdeacon's signature	Date

For completion by the Property Department before submission to the Sub-Parsonage Committee

Cost Estimate	Estimated Time on Site
Specialist Input Required (Struct Eng, etc)?	Do the works require any statutory consents?
Other Information for the Committee to Consider	

Appendix B – 30 Year Maintenance Plan Budgets

YEAR	QUIN PERIOD	CHICHESTER	HORSHAM	HASTINGS	BRIGHTON & LEWES	TOTAL	ADJUSTMENT	OPERATING BUDGET	DEPARTMENT COSTS	PROJECTED DEPARTMENT BUDGET
2016	Yr 1 - 5	£256,033	£587,309	£402,638	£119,449	£1,774,509	£1,330,881.75	£1,300,000	£375,000	£3,005,382
2017	Yr 1 - 5	£480,224	£271,321	£751,430	£407,409	£1,912,584	£1,434,438.00	£1,300,000	£375,000	£3,109,438
2018	Yr 1 - 5	£502,297	£580,255	£525,015	£368,751	£1,976,318	£1,482,238.50	£1,300,000	£375,000	£3,157,239
2019	Yr 1 - 5	£431,405	£807,920	£508,735	£177,913	£1,925,973	£1,444,479.75	£1,300,000	£375,000	£3,119,480
2020	Yr 1 - 5	£601,915	£649,405	£750,240	£659,850	£2,661,410	£1,596,057.50	£1,300,000	£375,000	£3,671,058
2021	Yr 6 - 10	£117,460	£627,023	£395,800	£383,830	£1,524,113	£1,143,084.75	£1,300,000	£375,000	£2,818,085
2022	Yr 6 - 10	£549,280	£378,470	£678,885	£400,720	£2,007,355	£1,505,516.25	£1,300,000	£375,000	£3,180,516
2023	Yr 6 - 10	£756,610	£768,035	£636,980	£432,610	£2,594,235	£1,945,676.25	£1,300,000	£375,000	£3,620,676
2024	Yr 6 - 10	£539,475	£904,680	£503,370	£255,500	£2,203,025	£1,652,268.75	£1,300,000	£375,000	£3,327,269
2025	Yr 6 - 10	£308,330	£394,115	£336,515	£383,780	£1,422,740	£1,067,055.00	£1,000,000	£375,000	£2,442,055
2026	Yr 11 - 15	£192,705	£256,822	£286,515	£178,080	£917,122	£687,841.50	£1,000,000	£375,000	£2,062,842
2027	Yr 11 - 15	£330,850	£225,965	£428,200	£215,570	£1,200,585	£900,438.75	£1,000,000	£375,000	£2,275,439
2028	Yr 11 - 15	£313,715	£473,785	£447,550	£212,090	£1,447,140	£1,085,355.00	£1,000,000	£375,000	£2,460,355
2029	Yr 11 - 15	£294,875	£383,825	£427,490	£181,825	£1,288,015	£966,011.25	£1,000,000	£375,000	£2,341,011
2030	Yr 11 - 15	£137,060	£325,765	£303,600	£319,723	£1,086,148	£814,610.63	£1,000,000	£375,000	£2,189,611
2031	Yr 16 - 20	£186,815	£168,905	£114,565	£176,550	£646,895	£485,171.25	£1,000,000	£375,000	£1,860,171
2032	Yr 16 - 20	£200,747	£183,625	£341,705	£156,860	£882,937	£662,202.75	£1,000,000	£375,000	£2,037,203
2033	Yr 16 - 20	£203,030	£425,855	£209,655	£231,550	£1,070,090	£802,567.50	£1,000,000	£375,000	£2,177,568
2034	Yr 16 - 20	£243,790	£337,205	£379,035	£109,600	£1,069,630	£802,222.50	£1,000,000	£375,000	£2,177,223
2035	Yr 16 - 20	£248,725	£204,865	£358,255	£303,145	£1,114,990	£836,242.50	£1,000,000	£375,000	£2,211,243
2036	Yr 21 - 25	£97,750	£328,870	£207,260	£173,995	£807,875	£605,906.25	£1,000,000	£375,000	£1,980,906
2037	Yr 21 - 25	£253,885	£249,385	£281,095	£247,805	£1,031,970	£773,977.50	£1,000,000	£375,000	£2,148,978
2038	Yr 21 - 25	£310,480	£392,815	£277,255	£212,540	£1,193,090	£894,817.50	£1,000,000	£375,000	£2,269,818
2039	Yr 21 - 25	£230,925	£382,625	£258,595	£128,155	£1,000,300	£750,225.00	£1,000,000	£375,000	£2,125,225
2040	Yr 21 - 25	£179,115	£393,165	£393,865	£328,140	£1,294,285	£970,713.75	£1,000,000	£375,000	£2,345,714
2041	Yr 26 - 30	£84,745	£206,605	£204,010	£120,510	£615,870	£461,902.50	£1,000,000	£375,000	£1,836,903
2042	Yr 26 - 30	£169,350	£143,150	£268,075	£116,975	£663,550	£524,662.50	£1,000,000	£375,000	£1,899,663
2043	Yr 26 - 30	£233,435	£273,100	£178,545	£200,575	£885,655	£664,241.25	£1,000,000	£375,000	£2,039,241
2044	Yr 26 - 30	£195,545	£328,920	£324,335	£87,680	£936,480	£702,360.00	£1,000,000	£375,000	£2,077,360
Trend										£2,481,661