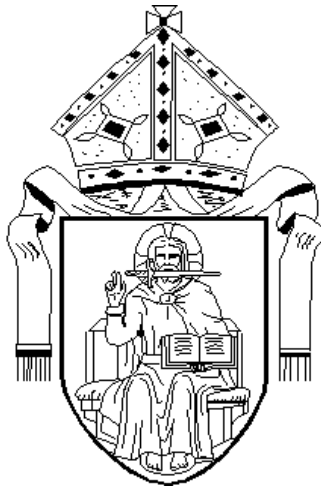


DIOCESE OF CHICHESTER



BUDGET 2014

**APPROVED AT
THE DIOCESAN SYNOD ON 09 NOVEMBER 2013**



DIOCESE OF CHICHESTER



THE BUDGET 2014

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DIOCESE OF CHICHESTER

Budget Introduction 2014

At the time of writing the Diocese is on track to reduce further its operating deficit in 2013. Our current projections show a figure of around £250,000 for the year, an improvement on 2012's deficit which was £353,000. We expect Unrestricted Reserves to stand at about £375,000 as we enter 2014.

My predecessor, Jeremy Kaye, expressed our gratitude to deaneries and parishes for their generous offer to increase giving by 3.5% for the current year and I would very much wish to second that: as a former parish treasurer I well know the challenge of balancing the books in a small parish. 2012 set a high bar with 99% of parish contributions being collected and it would be tremendous if we could match or exceed that figure as we close 2013.

Coming to 2014, we anticipate a reduction on 2013's deficit and further progress towards balancing our books once again. Contrary to expectations, we received over the summer some very welcome news that clergy pension contributions would not need to increase in 2014. Stipends are budgeted to increase by 1.86% but a modest reduction in stipendiary posts and a rebate on clergy training from the central church will mean that our ministry costs fall by 1% for the year. Early on in the budget process it was clear that two significant central costs for the Diocese would need to increase: government reforms will require substantial further investment on our part if we are to continue to deliver a good quality Christian education to the 37,000 children in our schools--clearly a mission priority--and the area of safeguarding has also required increased staffing in line with the Commissaries' report. We will also need to spend a little more on an IT upgrade and to fund work on closed churches as grant funding ceases. Aside from these and an increase in investment costs, other expenditure headings are benign and we are therefore able to forecast an increase in diocesan expenditure of only 0.4%. Further restructuring of central costs now underway may mitigate this figure further as well as funding a fourth archdeacon for the Diocese.

Income forecasts at this stage are less positive, with dividend and interest income showing a 7.4% fall. While we are currently reviewing our investment managers, in the short term we should not expect an easy fix to the income shortfall. We must not put long term capital appreciation at risk by the pursuit of higher income while interest rates remain subdued. It is clear that we can improve our income on property however and this remains a priority at Church House. We overbudgeted for fee income in 2013 and are forecasting a figure closer to 2012 and 2013 actual levels for 2014.

I would like to pay tribute to the important and painstaking work that our deanery treasurers do, year round, to communicate financial information to our parishes and to help set and collect parish contributions in a way that increasingly recognises the need to support each other to sustain a Christian presence in every part of Sussex. In consultation with them we have asked parishes to increase their contributions by at least 2% in 2014. This figure would result in our deficit falling to £241,000 for the year.

The following pages set out our detailed 2014 budget and offer a reminder of all the important work that goes on at Church House supporting our mission in so many different ways. Please use these services and give us your feedback on what we might do better.

I am grateful to all who have helped put this budget together and commend it for your approval.

John Booth - Chairman
October 2013

DIOCESE OF CHICHESTER

The 2014 Budget Explained – “What are you paying for?”

In 2014 the Diocese of Chichester will spend £17.1 million to support ministry and mission in our parishes throughout Sussex. Of this expenditure 79.5% is spent primarily on the 377 people (clergy 338) and lay (39) who work for the Diocese. This covers clergy stipends, lay salaries, pension and associated employer taxes as well as housing costs of our clergy.

The major source of income is the parish ministry contribution and this will account for 83.7% of the Diocese's total income. The 2014 budgeted figure of £14,148,041 represents an anticipated increase of 2.0% on the actual deanery promises from the previous year.

	2014			2014	
INCOME	£	%	EXPENDITURE	£	%
Parish contribution	14,148,041	83.7%	Clergy stipend, grants and fees	7,683,800	44.8%
Investment income	1,280,300	7.6%	Clergy pension contributions	2,329,900	13.6%
Fees and local income	576,000	3.4%	Clergy and lay workers housing	2,004,520	11.7%
Housing and glebe income	521,000	3.1%	Training - ordination & other	973,098	5.7%
Grants and other income	379,300	2.2%	Church insurance premium	1,057,332	6.2%
			Parish support costs	2,304,056	13.4%
			Exceptional item	85,100	0.5%
			National church responsibilities	707,995	4.1%
Total Budgeted Income	16,904,641	100.0%	Total Budgeted Expenditure	17,145,801	100.0%
			Projected (deficit) for the year	(241,160)	

Below is a summary of the breakdown of the activity and expenditure. In the appendix we have provided details and further information about the Diocesan activities and budgets.

Clergy stipends, grants and fees, clergy pension contributions and clergy housing are the direct costs of providing clergy to our Diocese. These account for 70.1% of the budgeted expenditure. The average cost of placing an incumbent in a parish post is £60,279 in 2014. Total Parish Ministry costs also include church insurance and contributions towards the national church costs. The majority of clergy receive a stipend and contribution to a final salary pension scheme. In addition the Diocese pays the employer's national insurance contributions and housing costs consisting of insurance, in-going works, repairs, surveyors and support staff.

Training – ordination and other is the cost of training future clergy and ongoing training including vocational work, training for ordained and lay ministry and discipleship. This accounts for 5.7% of the budgeted expenditure, the major element of which is the contribution to the Church of England to support national training and support of ordinands.

Church insurance premium is the cost of insuring the parish churches. Although the insurance of the churches is a direct responsibility of the PCCs, the Diocese has arranged a group scheme with Ecclesiastical Insurance Group. This has a two-fold benefit in that each parish gains price advantages of a group rate on its premium and can pay the premium via their monthly parish contribution, aiding cash flow for the parish over the year.

Support to parishes is provided by the Diocese to support both parishes and clergy and assist in the development of ministry and mission. The advice and skills available enrich and support the Christian ministry in our parishes and deaneries and are provided by various departments and teams at Church House. The parishes are encouraged to make use of these Diocesan teams and advice can be obtained on matters such as:

- ▶ **Church growth** ▶ **Serving the community** ▶ **Legal matters** ▶ **Youth and Childrens' work** ▶ **Environmental responsibility** ▶ **Stewardship**
- ▶ **Finance and administration** ▶ **Safeguarding children and adults**
- ▶ **Community projects** ▶ **Evangelism** ▶ **Building works**
- ▶ **Overseas links**

Support to parishes also includes the funding for the Schools department which serves the 158 Church of England schools in the Diocese and supports chaplaincy work in both further and higher education establishments.

Also included in **Support to parishes** is the legal and financial executive of the Diocesan Synod. This provides synodical, corporate, legal, financial and governance services to the Diocese and assists the parishes in a number of pastoral schemes. The running costs of Church House are included here.

The **exceptional item** relates to the financial support given to the Theological College at The Magnet Centre in Hastings, the land registry project and support for Bishop Martin's Deanery Visitations.

National church responsibilities bring together all the costs associated with our support to the Church of England, except *National Training*, referred to in **Training – ordination and other**. The main element here is our contribution to the central administration of the church and other agreed national costs. These include funding for retired clergy housing and pension support for ministers.

How are we doing compared to other Dioceses?

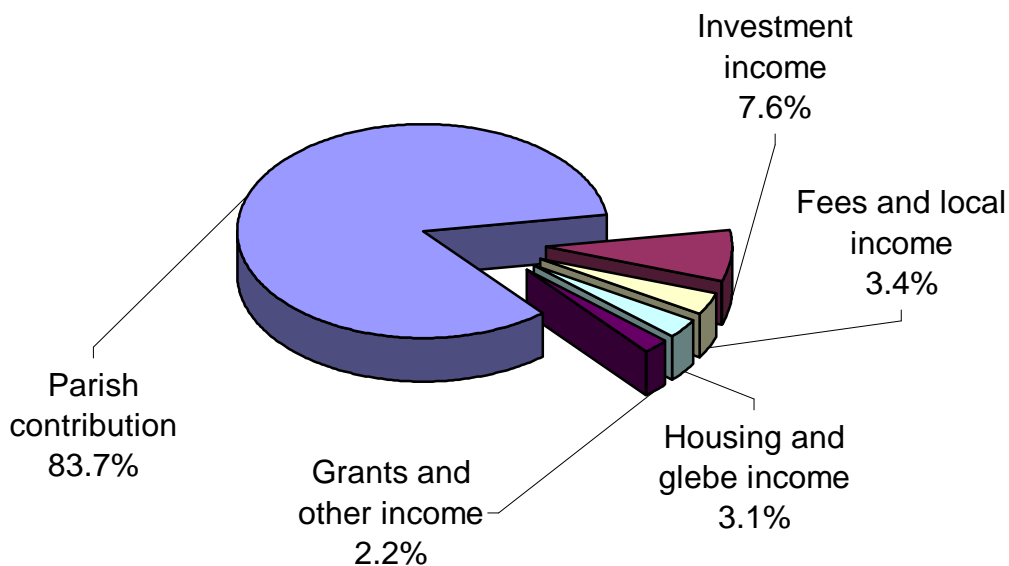
The Church of England has recently conducted a comparison of its 43 Dioceses based on a number of measures. Based on the 2011 statistical information The Diocese of Chichester was ranked 4th out of 43 for financial strength and 13th out of 43 on Mission strength.

Whilst across the Church of England as a whole there are falling church attendances the Diocese's average weekly attendance figure against population was 2.8% against a national rate of 2.0%. There was also a higher average weekly attendance compared with the national average for under 16's.

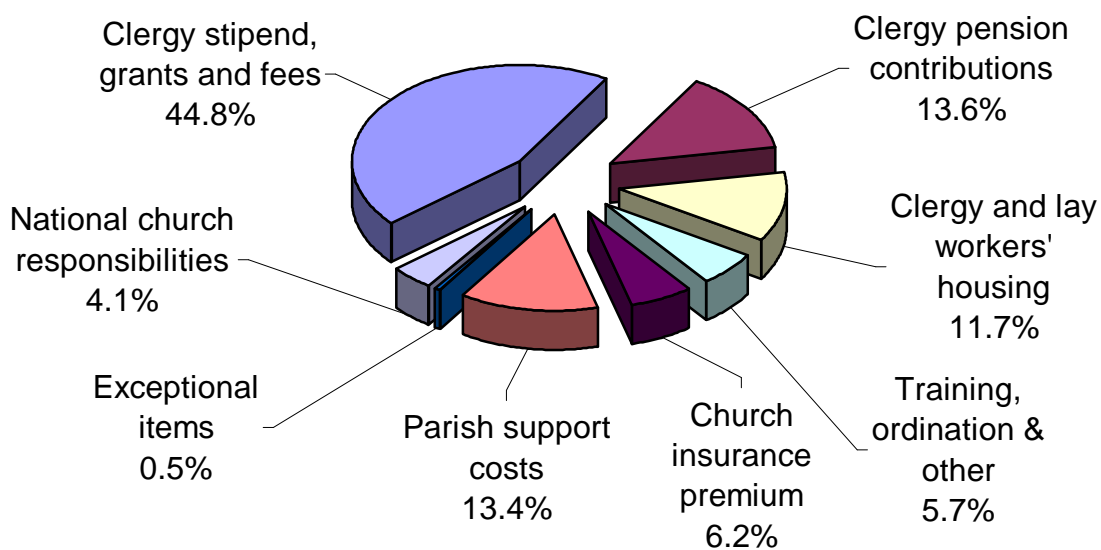
Less positively, although the recent statistics show the level of giving within our churches is improving our overall giving as a proportion of personal income remains at 3.0% against a national average of 3.2% placing us 32nd out of 43 dioceses even though we are the 12th least deprived Diocese in England.

We can continue to take comfort in retaining higher than average clergy deployment figures based on the national average of £180 clergy per million population. Sussex has about 1.5 million inhabitants and we are currently budgeting for 289 parish clergy, about 19 clergy above the national average. Nationally the average number of staff to support 200 parish clergy was 40. We are currently budgeting 48 staff to support 289 parish clergy. This is 10 members of staff below the national average.

BUDGET INCOME 2014



BUDGET EXPENDITURE 2014



Our Mission to the people of Sussex includes

365 Parishes	294 Stipendiary clergy	70 Ordinands
538 Churches	38.8 Full time Lay staff	39 House for duty posts
360 Properties	4.5 Stipendiary Lay workers	158 Church Schools serving 37,000 Children

THE CHICHESTER DIOCESAN FUND AND BOARD OF FINANCE
DRAFT BUDGET 2014

Actual 12		Budget 13	Budget 14	%age on 13	%age of total
£	<u>INCOME (excl. Parish Contribution)</u>	£	£		
1,322,959	Dividends & interest	1,382,000	1,280,300	-7.4%	46.4%
208,276	Grants from designated funds	219,900	219,800	0.0%	8.0%
284,375	Glebe	277,000	283,000	2.2%	10.3%
238,758	Housing	201,500	238,000	18.1%	8.5%
558,602	Fees & local income	705,000	576,000	-18.3%	20.9%
178,126	Miscellaneous grants and donations	181,500	159,500	-12.1%	5.8%
2,791,096	TOTAL INCOME	2,966,900	2,756,600	-7.1%	100.0%
<u>EXPENDITURE</u>					
<u>The Ministry</u>					
7,517,489	Clergy stipends, grants and fees	7,646,100	7,683,800	0.5%	44.8%
2,314,809	Clergy pension contributions	2,363,000	2,329,900	-1.4%	13.6%
1,714,169	Clergy and layworkers housing	2,008,720	1,939,320	-3.5%	11.3%
56,424	Clergy widows & retired clergy housing	69,775	65,200	-6.6%	0.4%
994,705	Training - ordination & other	1,046,991	973,098	-7.1%	5.7%
12,597,596		13,134,586	12,991,318	-1.1%	75.8%
<u>Direct Support for parishes</u>					
970,780	Church insurance premium	1,046,303	1,057,332	1.1%	6.2%
970,780		1,046,303	1,057,332	1.1%	6.2%
<u>Parish support services</u>					
160,910	Mission, renewal & stewardship	176,050	181,550	3.1%	1.1%
162,432	Children and young people	160,900	161,150	0.2%	0.9%
123,402	Social concerns & work place ministry	106,150	98,300	-7.4%	0.6%
94,457	Grants to other councils etc	97,480	98,030	0.6%	0.6%
177,065	Ministry & adult christian education	116,850	118,600	1.5%	0.7%
256,578	Schools (Board of education)	286,950	344,440	20.0%	2.0%
58,558	Glebe administration	33,000	33,000	0.0%	0.2%
140,324	Safeguarding - Children protection	192,350	246,180	28.0%	1.4%
59,790	Diocesan Advisory Committee	63,885	66,050	3.4%	0.4%
76,903	Pastoral Committee	75,940	75,740	-0.3%	0.4%
37,932	Closed churches	70,000	90,000	28.6%	0.5%
120,883	Communications	123,635	97,470	-21.2%	0.6%
76,313	Information Technology	76,732	87,184	13.6%	0.5%
579,103	General office, Finance, Central services and Human resources (HR)	572,762	606,362	5.9%	3.5%
2,124,650		2,152,684	2,304,056	7.0%	13.4%
139,405	Exceptional items	30,300	85,100	180.9%	0.5%
707,411	National Church responsibilities	718,354	707,995	-1.4%	4.1%
16,539,842	TOTAL EXPENDITURE	17,082,227	17,145,801	0.4%	100.0%
13,395,995	PARISH CONTRIBUTION ⁽¹⁾	13,870,628	14,148,041	2.00%	
(352,751)	DEFICIT FOR YEAR	(244,699)	(241,160)		

Note

(1) The 2013 parish contribution figure is actual deanery promises for the year. The 2014 figure represents the anticipated increase for the year of 2.00%.

INCOME

Actual 12		Budget 13	Budget 14	%age
£		£	£	on 13
<u>PARISH CONTRIBUTION</u>				
13,193,695	Current year	13,870,628	14,148,041	2.0%
202,300	Previous years	-	-	
<u>13,395,995</u>		<u>13,870,628</u>	<u>14,148,041</u>	<u>2.0%</u>
<u>DIVIDENDS & INTEREST</u>				
111,255	Diocesan stipends fund	114,400	113,700	-0.6%
523,278	Clergy stipends fund	494,800	523,200	5.7%
538,943	Diocesan pastoral account	596,800	576,400	-3.4%
149,483	Deposit and other interest	176,000	67,000	-61.9%
<u>1,322,959</u>		<u>1,382,000</u>	<u>1,280,300</u>	<u>-7.4%</u>
<u>GRANTS FROM DESIGNATED FUNDS</u>				
59,730	Diocesan welfare trust	74,600	74,700	0.1%
	Elfinsward Fund for:			
59,729	stipends	57,613	57,613	0.0%
10,585	retreats & conferences	10,458	10,458	0.0%
5,292	information	5,229	5,229	0.0%
30,940	Training Fund	30,000	29,800	-0.7%
42,000	Aided Schools Fund	42,000	42,000	0.0%
<u>208,276</u>		<u>219,900</u>	<u>219,800</u>	<u>0.0%</u>
<u>GLEBE INCOME (Gross)</u>				
24,217	Rents from land in diocese	22,000	24,000	9.1%
187,325	Rents from properties in diocese	179,000	187,000	4.5%
72,833	Rents for diocesan officers' houses	76,000	72,000	-5.3%
<u>284,375</u>		<u>277,000</u>	<u>283,000</u>	<u>2.2%</u>
<u>HOUSING INCOME</u>				
42,367	Other income for diocesan officers' hses	43,500	42,000	-3.4%
117,690	Rents from parsonage houses	110,000	118,000	7.3%
51,400	Rents from retired clergy houses	18,000	51,000	183.3%
27,301	Rents from miscellaneous houses	30,000	27,000	-10.0%
<u>238,758</u>		<u>201,500</u>	<u>238,000</u>	<u>18.1%</u>
<u>FEES & INCOME RECEIVED BY INCUMBENTS AND OTHERS</u>				
509,446	Parochial fees assigned	625,000	520,000	-16.8%
49,156	Parish trust income	80,000	56,000	-30.0%
<u>558,602</u>		<u>705,000</u>	<u>576,000</u>	<u>-18.3%</u>

INCOME continued / EXPENDITURE

Actual 12 £		Budget 13 £	Budget 14 £	%age on 13
<u>MISCELLANEOUS GRANTS & DONATIONS</u>				
123,000	Allchurches Trust	125,000	127,000	1.6%
14,474	Rents from redundant churches	16,000	16,000	0.0%
24,310	English Heritage Grant	24,000	-	
5,170	Ordination & institution collections	6,500	6,500	0.0%
11,172	Donations & annual subscriptions	10,000	10,000	0.0%
<u>178,126</u>		<u>181,500</u>	<u>159,500</u>	<u>-12.1%</u>
<u>16,187,091</u>	TOTAL INCOME	<u>16,837,528</u>	<u>16,904,641</u>	<u>0.4%</u>

THE FULL COST OF PAROCHIAL STIPENDS

<u>Stipendiary posts</u>		Budget 13	Budget 14	
4.00	Archdeacons	100,350	136,320	35.8%
20.00	A benefices	535,135	507,200	-5.2%
33.00	B benefices	919,875	825,330	-10.3%
174.50	Standard stipends	4,293,483	4,301,425	0.2%
49.00	Assistant curates	1,189,940	1,193,640	0.3%
4.50	Layworkers	121,239	109,140	-10.0%
14.43	Light duty (half/part stip)	324,872	355,700	9.5%
	HFD in charge (39) honoraria	59,250	66,190	11.7%
	Rural deans allowance (21)	25,620	28,350	10.7%
	Miscellaneous payments	21,050	14,510	-31.1%
<u>299.43</u>	<u>Stipends gross total</u>	<u>7,590,814</u>	<u>7,537,805</u>	<u>-0.7%</u>
DEDUCT				
	Church Commissioners annuities & grants	37,000	37,000	0.0%
	Chaplaincy fees	4,576	7,570	65.4%
	Fees retained by clergy	13,000	10,000	-23.1%
	Parishes and other agencies	24,634	7,376	-70.1%
		<u>7,511,604</u>	<u>7,475,859</u>	<u>-0.5%</u>
DEDUCT				
	Vacancies (25)	601,200	616,930	2.6%
	Diocesan/dual appointments (10.33)	251,120	222,390	-11.4%
	NET COST TO DIOCESE (c/fwd page 8)	<u>6,659,284</u>	<u>6,636,539</u>	<u>-0.3%</u>

EXPENDITURE

Actual 12 £		Budget 13 £	Budget 14 £	%age on 13
<u>CLERGY STIPENDS, GRANTS AND FEES</u>				
Stipends				
6,541,595	Total chargeable to diocese (see page 7)	6,659,300	6,636,500	-0.3%
524,250	National insurance	566,000	564,100	-0.3%
Grants and direct support of clergy				
19,800	Suffragan bishops' housing & council tax	20,100	20,100	0.0%
60,116	Clergy administration	40,700	52,400	28.7%
57,928	Archdeacons' operating expenses	54,000	72,000	33.3%
27,600	Archdeacons' housing & council tax	28,000	36,800	31.4%
7,130	Bishops' chaplains' housing	7,000	17,900	155.7%
56,840	First appointments	50,000	57,000	14.0%
70,727	Removal	70,000	71,000	1.4%
90,366	Resettlement	85,000	91,000	7.1%
Fees				
61,033	For services & exps for vacancies	62,000	63,500	2.4%
104	For services etc during sickness	4,000	1,500	-62.5%
<u>7,517,489</u>		<u>7,646,100</u>	<u>7,683,800</u>	<u>0.5%</u>
<u>2,314,809</u>		<u>2,363,000</u>	<u>2,329,900</u>	<u>-1.4%</u>
<u>CLERGY PENSIONS</u>				
<u>CLERGY AND LAYWORKERS HOUSING</u>				
Houses under the measure				
318,959	Quinquennial repairs	496,850	497,330	0.1%
96,859	Ingoing works	60,000	60,000	0.0%
494,264	Interim repairs	564,780	565,780	0.2%
145,039	Improvement & decoration grants	312,640	167,640	-46.4%
50,160	Insurance	64,300	64,300	0.0%
66,629	Fees	16,000	16,000	0.0%
19,555	Water rates and council tax	17,360	17,360	0.0%
<u>1,191,465</u>		<u>1,531,930</u>	<u>1,388,410</u>	<u>-9.4%</u>
Houses not under the measure				
31,949	Quinquennial repairs	41,900	46,200	10.3%
74,865	Interim repairs	57,720	57,720	0.0%
16,837	Capital improvements	16,500	16,500	0.0%
6,710	Insurance	9,000	9,000	0.0%
37,344	Water rates and council tax	62,670	62,670	0.0%
39,090	Housing rental costs	55,000	130,000	136.4%
<u>206,795</u>		<u>242,790</u>	<u>322,090</u>	<u>32.7%</u>
Parsonages department				
194,731	Staff costs	197,000	198,700	0.9%
9,026	Office expenses	10,450	11,420	9.3%
3,142	Travel expenses	5,000	4,100	-18.0%
109,010	Miscellaneous expenses	21,550	14,600	-32.3%
<u>315,909</u>		<u>234,000</u>	<u>228,820</u>	<u>-2.2%</u>
<u>1,714,169</u>		<u>2,008,720</u>	<u>1,939,320</u>	<u>-3.5%</u>

EXPENDITURE continued

Actual 12 £		Budget 13 £	Budget 14 £	%age on 13
<u>CLERGY, THEIR FAMILIES, WIDOWS & RETIRED CLERGY HOUSING</u>				
7,801	Housing costs: quinquennials	9,955	5,100	-48.8%
-	repairs	4,200	4,200	0.0%
-	Grant for mortgages	1,000	1,000	0.0%
-	Supplementary grants	2,000	2,000	0.0%
46,109	Family support incl convalescent grants	50,000	50,000	0.0%
2,514	Terry's Cross/insurance	2,620	2,900	10.7%
<u>56,424</u>		<u>69,775</u>	<u>65,200</u>	<u>-6.6%</u>
<u>ORDINATION AND OTHER TRAINING</u>				
101,414	Staff costs	98,700	100,500	1.8%
5,938	Office expenses	7,750	7,650	-1.3%
7,400	Housing costs	7,600	7,600	0.0%
5,644	Travel expenses	6,000	6,000	0.0%
337	Projects & conferences	1,400	975	-30.4%
74	Vocation & lay min advisers' expenses	3,000	3,000	0.0%
2,964	BAP conference fees & travel	3,100	3,000	-3.2%
17,619	Ordination candidates - single	23,000	20,000	-13.0%
358,038	Ordination candidates - family	380,100	345,000	-9.2%
-	Regional Training Co-ordinator/Partnership	750	200	-73.3%
(24)	Post ordination training	16,500	17,950	8.8%
22,991	Continuing education for clergy	28,600	28,600	0.0%
4,558	Grants for conferences and retreats	4,000	4,000	0.0%
526,953		580,500	544,475	-6.2%
467,752	National church apportionment	466,491	428,623	-8.1%
<u>994,705</u>		<u>1,046,991</u>	<u>973,098</u>	<u>-7.1%</u>
<u>CHURCH INSURANCE PREMIUM</u>				
<u>970,780</u>		<u>1,046,303</u>	<u>1,057,332</u>	<u>1.1%</u>
<u>CHURCH GROWTH TEAM</u>				
<u>Spiritual Renewal & Mission</u>				
74,332	Staff costs	73,850	75,400	2.1%
6,720	Office costs	6,900	7,100	2.9%
15,000	Housing costs	15,200	15,200	0.0%
6,727	Travel expenses	6,150	7,250	17.9%
819	Resources & equipment	1,250	1,150	-8.0%
(790)	Projects & conferences	5,400	4,950	-8.3%
12,735	Liturgy and music	-	-	
25	Pastoral care development	500	500	0.0%
115,568		109,250	111,550	2.1%
<u>Christian Stewardship</u>				
32,732	Staff costs	45,400	44,900	-1.1%
3,762	Office costs	3,600	4,450	23.6%
1,117	Travel expenses	1,200	1,200	0.0%
631	Resources & equipment	1,400	1,250	-10.7%
7,100	Projects & conferences	15,200	18,200	19.7%
45,342		66,800	70,000	4.8%
<u>160,910</u>		<u>176,050</u>	<u>181,550</u>	<u>3.1%</u>

EXPENDITURE continued

Actual 12 £		Budget 13 £	Budget 14 £	%age on 13
Children and Young people (YES)				
124,944	Staff costs	123,400	124,200	0.6%
11,699	Office expenses	11,000	11,150	1.4%
14,800	Housing costs	15,100	15,100	0.0%
4,756	Travel & home office expenses	6,000	6,000	0.0%
930	Resources & equipment	700	500	-28.6%
5,303	Projects & conferences	4,700	4,200	-10.6%
<u>162,432</u>		<u>160,900</u>	<u>161,150</u>	<u>0.2%</u>
Social Concerns				
Church in Society				
32,150	Staff costs	32,200	32,800	1.9%
2,430	Office expenses	2,650	2,550	-3.8%
7,333	Housing costs	7,400	8,200	10.8%
1,916	Travel expenses	1,500	1,500	0.0%
494	Resources & equipment	450	500	11.1%
2,766	Projects & conferences	2,750	2,600	-5.5%
<u>47,089</u>		<u>46,950</u>	<u>48,150</u>	<u>2.6%</u>
Workplace ministry				
65,830	Staff costs	47,800	39,900	-16.5%
7,000	Housing costs	7,100	7,100	0.0%
3,393	Travel & home office expenses	3,950	2,800	-29.1%
90	Projects & conferences	350	350	0.0%
<u>76,313</u>		<u>59,200</u>	<u>50,150</u>	<u>-15.3%</u>
<u>123,402</u>		<u>106,150</u>	<u>98,300</u>	<u>-7.4%</u>
Grants to other councils & organisations				
Diocesan				
7,266	Ecumenical Group incl Churches Together	7,550	7,400	-2.0%
(1,175)	Overseas Council	15,400	15,300	-0.6%
4,425	European Ecumenical Cttee + conferences	4,330	5,330	23.1%
2,022	University chaplains' expenses	1,900	1,200	-36.8%
45,919	University chaplains' stipends & housing	32,300	32,800	1.5%
Other				
36,000	Diocesan Assn for Family Support Work	36,000	36,000	0.0%
<u>94,457</u>		<u>97,480</u>	<u>98,030</u>	<u>0.6%</u>
<u>DISCIPLESHIP AND MINISTRY TEAM</u>				
Ministry and adult Christian education				
156,568	Staff costs	94,900	96,300	1.5%
9,914	Office expenses	9,000	8,400	-6.7%
2,088	Travel & home office expenses	6,000	3,000	-50.0%
486	Resources & equipment	450	400	-11.1%
1,384	Projects & conferences	500	500	0.0%
6,625	Diocesan Readers' Board initial training	6,000	10,000	66.7%
<u>177,065</u>		<u>116,850</u>	<u>118,600</u>	<u>1.5%</u>

EXPENDITURE continued

Actual 12 £		Budget 13 £	Budget 14 £	%age on 13
<u>SCHOOLS TEAM</u>				
Schools (Board of education)				
316,341	Staff costs	355,500	416,900	17.3%
24,880	Office expenses	22,300	25,140	12.7%
8,650	Travel	11,050	9,500	-14.0%
3,309	Resources & equipment	3,800	3,600	-5.3%
3,563	Projects & conferences	9,300	9,300	0.0%
(100,165)	Less: sales of services	(115,000)	(120,000)	4.3%
256,578		286,950	344,440	20.0%
<u>ADMINISTRATION TEAM</u>				
Glebe administration				
46,501	Repairs & improvements	10,000	10,000	0.0%
2,244	Agents' fees	5,000	5,000	0.0%
2,205	Rent collection expenses	2,000	2,000	0.0%
5,928	Legal fees	13,000	13,000	0.0%
1,680	Planning costs	3,000	3,000	0.0%
58,558		33,000	33,000	0.0%
Safeguarding - Child protection				
87,684	Staff costs	147,350	188,750	28.1%
10,020	Office expenses	10,900	12,280	12.7%
1,759	Travel expenses	2,000	2,000	0.0%
29,616	Resources & equipment	26,500	31,150	17.5%
11,171	Projects & conferences	5,400	11,800	118.5%
74	Miscellaneous expenses	200	200	0.0%
140,324		192,350	246,180	28.0%
Advisory committee for the care of churches (DAC)				
45,367	Staff costs	48,300	49,200	1.9%
5,732	Office expenses	5,675	5,900	4.0%
7,008	Travel expenses	6,000	7,000	16.7%
1,214	Resources & equipment	1,210	1,250	3.3%
(410)	Projects & conferences	1,100	1,100	0.0%
879	Miscellaneous expenses	1,600	1,600	0.0%
59,790		63,885	66,050	3.4%
Pastorial committee				
71,398	Staff costs	68,800	70,200	2.0%
3,562	Office expenses	3,500	1,900	-45.7%
531	Travel expenses	1,500	1,500	0.0%
-	Projects & conferences	500	500	0.0%
1,412	Miscellaneous expenses	1,640	1,640	0.0%
76,903		75,940	75,740	-0.3%
37,932	Closed churches	70,000	90,000	28.6%

EXPENDITURE continued

Actual 12		Budget 13	Budget 14	%age
£	Communications	£	£	on 13
76,247	Staff costs	82,700	56,500	-31.7%
6,654	Office expenses	6,650	4,610	-30.7%
6,667	Housing costs	8,200	-	
1,697	Travel expenses	2,000	1,000	-50.0%
10,661	Resources & equipment	12,885	12,860	-0.2%
44,559	Diocesan leaflet & magazine - costs	35,000	44,000	25.7%
(26,999)	Diocesan leaflet & magazine - income	(30,000)	(27,000)	-10.0%
47	Directories & sundry (net)	5,000	3,800	-24.0%
870	Exhibitions	-	-	
480	Website development	1,200	1,700	0.0%
120,883		123,635	97,470	-21.2%
	Information technology			
76,313	Inter diocesan IT resource	76,732	87,184	13.6%
76,313		76,732	87,184	13.6%

General office, Finance, Central services and H.R.

(Including costs of the Diocesan Synod, Bishop's Council, Board of Finance, Schools finance & stipends committees)

315,428	Staff costs	345,550	354,650	2.6%
2,152	Staff training	4,000	4,000	0.0%
7,218	Postage and telephone	3,500	3,440	-1.7%
(30,490)	Printing and stationery	(13,740)	(18,080)	31.6%
31,166	Other office expenses	24,210	26,510	9.5%
37,086	Office equipment depreciation	30,000	22,000	-26.7%
43,110	Hire of equipment	19,992	16,692	-16.5%
4,292	Equipment maintenance	5,150	5,000	-2.9%
15,100	Building light, heat, repairs, cleaning	14,500	15,100	4.1%
2,180	Staff travel expenses	4,000	3,000	-25.0%
133	Committee members expenses	500	500	0.0%
3,970	Diocesan synod /Bishops Council	5,000	4,700	-6.0%
110	Election	100	150	50.0%
18,378	Audit - external	17,700	17,700	0.0%
-	Audit - internal	8,800	12,000	36.4%
49,588	Investment manager fees	25,000	55,000	120.0%
6,044	Bank charges	5,500	6,000	9.1%
25,829	Legal fees - general	20,000	25,000	25.0%
47,809	Legal - Chancellor & Registrar	53,000	53,000	0.0%
579,103	Total central services	572,762	606,362	5.9%

EXCEPTIONAL COSTS

79,761	Land registry project	-	30,000	
17,490	Bishop's enthronement	-	-	
-	Deanery Visitation	-	15,000	
42,154	The Magnet Centre	30,300	40,100	32.3%
139,405		30,300	85,100	180.9%

NATIONAL CHURCH RESPONSIBILITIES

506,674	National Church & General Synod Cost	507,778	488,239	-3.8%
30,138	Mission agencies & CPAS pensions	23,095	32,432	40.4%
158,172	Retired clergy housing scheme	172,181	173,824	1.0%
12,427	General Synod members' expenses	15,300	13,500	-11.8%
707,411		718,354	707,995	-1.4%

16,539,842	TOTAL EXPENDITURE	17,082,227	17,145,801	0.4%
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SUPPORT FOR PARISHES AND CHURCH HOUSE STAFF
HEADCOUNT

<u>2013</u>			<u>2014</u>	
<u>Clergy and</u>			<u>Clergy and</u>	
<u>layworkers</u>	<u>Lay</u>		<u>layworkers</u>	<u>Lay</u>
MISSION, RENEWAL AND STEWARDSHIP				
2.0	1.8	Mission and renewal (2 with parish appt.)	2.0	1.8
2.0	2.2	Children and youth (2 with parish appts.)	2.0	2.2
1.0	0.2	Church in society (1 with parish appt.)	1.0	0.2
1.8		Workplace chaplains (1.8 with parish appts)	1.5	
1.0		University chaplains (1 with parish appt)	1.0	
0.5		Diocesan Overseas Officer (0.5 with parish appt)	0.5	
TRAINING (DISCIPLESHIP AND MINISTRY)				
1.0	4.9	Ministry & Adult Christian Education (1 with parish appts.)	1.0	4.9
SCHOOLS				
	7.2	Schools (Board of education)		7.2
ADMINISTRATION				
	4.6	Property/Parsonages		4.6
	3.5	Vulnerable adults and child protection		4.0
	3.3	DAC/Pastoral/Closed churches		2.3
1.0	2.0	Communications and Reception		2.0
	2.5	General office		2.5
	2.5	Central services		2.5
	0.4	Human resources		0.4
	2.7	Accounts		2.7
	1.5	Clergy Administration		1.5
<hr/> <hr/> 10.3 39.3			<hr/> <hr/> 9.0 38.8	

Percentages are shown in terms of full-time equivalent

THE CHICHESTER DIOCESAN FUND AND BOARD OF FINANCE
NOTES TO DRAFT BUDGET 2014

In total, the budgeted diocesan income (excluding parish contribution) is set to decrease by £210k (7.1%) and expenditure is budgeted to increase by £64k (0.4%). To achieve a balanced budget parish contribution would require an increase of £519k (3.74%) in parish contribution. The 2013 figure for parish contribution (£13,870,628) represents the level of promises made by deaneries. A 2% increase in this figure would generate parish contribution pledges of £14,148,041. However with the Diocese's historical collection rate it is only expecting to receive 98.50% of the pledges made (£13,935,820) resulting in £212,221 loss of forecast income in 2014.

Major changes in value and assumptions between the 2013 and 2014 budget are as follows:

1. *Income – Dividends & interest*

It is forecast that dividends and interest income will decrease by £102k. The main reason is that short term/deposit interest rates have reduced and bank interest rates are not expected to increase over the coming year. Dividend income from equity markets continues to increase but fixed income returns will show a decrease due to the cut in distribution on the CCLA Fixed Interest Fund from 2.2p to 1.65p per quarter. Ensuring there is sufficient working capital available for property transactions and operational needs of the Diocese is important but we are currently reviewing our investment strategy and looking at ways to reduce working capital requirements in 2014.

2. *Income – Fees & local income*

Parochial fees show a decrease of £129k. Of this £105k relates to a fall in parochial fees assigned to the Diocese and is allocated to support stipends. The 2013 budget expected an increase of parochial fees of £75k from 2012 fees due to the increase in the fees pricing implemented by the Church of England from 1st January 2013. This increase in income has not materialised and throughout 2013 parochial fees have remained at a constant level with 2012. There have been fewer church weddings and we have experienced some undercutting of funeral fees.

The drop of £24k in the parish trust income relates to the reduction of the distribution on CCLA Fixed Interest Fund previously mentioned and is consistent with the 2012 actual results.

3. *Miscellaneous grants and donations*

Grants and donations will show a £22k reduction as the Diocese has come to the end of a 3 year grant awarded by English Heritage to support the work of the Church Building officer.

4. *Expenditure – Clergy stipends etc*

The manpower figures show an overall decrease of 10 stipendiary posts. However those savings have been balanced by the recommended increase in the stipend rate of 1.86% (a standard stipend will increase from £24,310 to £24,760) and provision for the costs of a fourth Archdeacon. The Diocese has continued to budget for 25 vacancies over the year and has not increased this figure in order to reduce the deficit, a practice in some other diocese.

5. *Expenditure – Clergy pension contributions*

The manpower figures show an overall decrease of 10 stipendiary posts. However those savings have been balanced by an index linked increase in the pension contributions. The Diocese is required to budget the costs of clergy pension contributions at 38.2% of national minimum stipend. The actuarial valuation of the Clergy fund at 31st December 2012 has been received and for 2014/15 the contributions will remain at 38.2%. From April 2015 the contribution rate will increase by 1.7% to 39.9% of national minimum stipend.

THE CHICHESTER DIOCESAN FUND AND BOARD OF FINANCE
NOTES TO DRAFT BUDGET 2014 (continued)

6. *Expenditure – Training – ordination & other*

The £74k (7.1%) decrease reflects a decrease of £35k in the support of ordination candidates and a £37k increases in the training pooling refund from the Central church.

7. *Expenditure – Church insurance premium*

The figure of £1,057,332 represents a 1.1% increase against the 2013 Budget and a 4.25% increase against the actual renewal figure for 2013. Of that actual increase 2% reflects the upward trend in building material prices and increased claims history. The remaining 2.25% represents the increase in individual church insurance valuations over the last year. The final premium will not be agreed by EIG till November 2013.

8. *Expenditure – Parish support services*

Where possible the process of vacated posts being absorbed within the duties and responsibilities of the remaining Church House staff has continued. The Diocese is faced with two areas of increasing demand for resources to ensure that it meets its statutory and operating responsibilities and its principal activity of supporting Parishes and Clergy across one of the largest diocesan areas in the country.

The increase of £151k (7%) is a result of five main factors.

- Board of Education – the running costs of the department are expected to increase by £57k this is due to a higher salary requirement for the next Director of Education post and the full year costs of the Academies support officer (included in the 2013 budget for the last six months of that year).
- Safeguarding - The increase of £54k relates to the full year costs of the additional post included in the 2013 budget for the last six months of that year. This additional appointment is in line with the Commissaries' report and is required for the counselling work.
- Closed Churches – further provision of £20k has been made as seed corn finance so outline planning consent can be obtained for some closed churches. This has proved to enhance disposal proceeds and, post-disposal is reclaimable out of the proceeds.
- General office – further provision of investment management fees (£30k) to reflect the current run rate.

Staff Costs - A general staff pay rise of 1.86% in line with the clergy stipend increase has been budgeted. This will be awarded on merit rather than in automatically. Including the provision of extra support for the Schools and Safeguarding departments, the overall full time head count has decreased by 1.8.

9. *Exceptional Expenditure*

Included in exceptional expenditure are three items:

- Land registry project which was budgeted to come to an end in 2012 has continued in order to meet the legal requirement to register all the Diocese's land assets with the government Land Registry Agency it is expected to conclude by mid of 2014.
- Deanery Visitations support for the costs associated with Bishop Martin's Visitations which will continue until November 2014
- Financial support for the Magnet Centre theological library in Hastings. It is expected that all costs on this project will be recouped in the future.

October 2013

INFORMATION ABOUT DEPARTMENTS AND THEIR ACTIVITIES

1 MISSION, RENEWAL & STEWARDSHIP

Mission and renewal

The Mission and Renewal team seeks to encourage and resource the spiritual life of our churches and to facilitate the mission and evangelism that flows from them.

In 2014 we will continue to lead vision and planning days for PCCs, Deaneries and Teams. We offer individual consultancy with Church leaders. All this is to help resource the mission action planning process. We offer training in evangelism and participate in local mission initiatives.

Volunteers on the team work on our relationships and dialogue with those of other faiths. We regularly visit churches to preach and lead worship. We put on conferences on prayer and healing as a resource for the Diocese, and, in addition, provide a service to help people find spiritual directors. We visit individual parishes with workshops on prayer from various traditions. We network with other denominations and collaborate on local mission initiatives such as Mission Shaped Ministry (MSM) course and men's events with Christian Viewpoint for Men.

Planned activities include

- 20 Parish vision days/ parish weekends led with preparation and medium term follow up to establish that agreed actions have been implemented
- 75 preaching visits by team members.
- Repeat of the Diocesan course on spiritual direction
- Delivery of a pilot interdisciplinary team working alongside a parish in difficulty

Stewardship

The team supports local churches throughout the diocese in their efforts to raise money – both regular income (planned giving) and occasional appeals for capital projects. Across the diocese, regular income is about £25m each year, and special appeals typically raise a further £7m. We also provide preaching and teaching resources on all aspects of Stewardship, which includes the volunteering of energy, time and talents as well as money.

John Sherlock and Tony Cox will continue to respond to calls from local churches to visit and to encourage incumbents, councils, treasurers or finance teams as they develop and implement parish strategies. They have created (and will maintain and enhance) a toolkit of resources to support this effort. The toolkit is a work in progress and it can be viewed at www.chichester.anglican.org/toolkit.

For local churches, there are many sources of financial income, while volunteer energy supports most activities and programmes. John and Tony are tasked with encouraging local churches to elicit both the money and volunteer energy they need to continue serving their local areas, as well as helping with cost-effective procurement of essential services through www.parishbuying.org.uk.

2 YOUNG PEOPLE AND FAMILIES (YES)

These are the main activities of the department.

- **Training** and support for salaried and voluntary youth children's and family workers in the parish, deanery and Diocese. The YES Team are involved in planning and hosting a national conference in Eastbourne (November 2013) which provides training for volunteer youth workers.
- **Support** and Consultation for churches seeking to employ salaried youth and children's workers.
- **Resourcing** the local church for youth and children's' ministry through a resource library and advice from Officers on material for evangelism and discipleship with and for children, young people and families. In 2013 YES began to work with CWR on the production and writing of YP's Bible Reading notes for 11-14 year olds.
- **Equipping** salaried youth and children's workers through network events.

APPENDIX

- **St Bartz** running a residential retreat centre in Spithurst, nr Barcombe aimed at youth groups and churches.
- **Fuel** begun in 2013. A series of weekends for 15 – 19 year olds who are discovering their leadership gifts, aimed at equipping and supporting. New for 2014 will be “fuel for the journey” aimed at equipping local church youth workers and young people in their spiritual lives.
- **YES Encounter** running a leadership and discipleship gap year for the Diocese aimed at equipping 18-25 year olds to grow in their relationship with God and serve the Church.
- **Voluntary Sector** YES liaises with the local authorities and other agencies to raise the profile of the churches work and build partnerships that benefit our work in local communities. In 2013 our Adviser joined the Executive Board of the Children and Young People’s Trust in East Sussex.
- **Events;** hosting and supporting youth events in the Diocese and beyond, including May Camp, our annual residential youth gathering.

3 SOCIAL CONCERNS (Church in Society)

In 2014 the department will carry out the following activities:

- Providing a resource for parishes, appropriate organisations and institutions in advising, liaising and supporting initiatives and engagement with relevant social issues, encouraging appropriate practical and theological responses to social policy locally and nationally in liaison with the staff of the Mission and Public Affairs Division of the Archbishops’ Council.
- Providing a support for churches in improving accessibility for disabled people through Diocesan Accessibility Advisers
- Acting as Church Urban Fund officer for the diocese.
- Administering the Sussex Churches Together Plan for Emergency Response.
- Addressing Environmental issues across the Diocese.
- Supporting rural ministry through the work of the Rural Officer.
- Offering advice on social matters to the bishops, senior staff and others as required.

4 TRAINING (DISCIPLESHIP AND MINISTRY) DEPARTMENT

Purpose and function of the department

The department provides and manages the training requirements of the Diocese. It includes vocations work, training for ordained and lay ministry and lay discipleship. Much of the remit of the work of the team is mandatory, relating to Church of England policy and – in the case of Reader training and IME 4-7 – to University of Chichester procedures (also University of Durham from 2014/15 year) and QAA standards. Mandatory work covers: selection procedures for ordination; IME 1-3 training; IME 4-7 training and Assessment at the End of Curacy; MDR/CARM; Reader training. Close collaborative working with the Senior Staff, university staff and appropriate others in the diocese and region is key across most areas of our work.

Aims for 2014

Maintenance

The work of the department is shaped to a large extent by the academic year. This is true not just for the ‘official’ training courses, but also for the Following Jesus and Developing Discipleship courses. On-going areas of work:

- Ordination discernment process (c.100 people)
- Candidates at Bishop’s Advisory Panels and Candidates Panels (c.25-30)
- Support and maintenance for those in IME 1-3 training (27 stipendiary candidates, 20 NSM)
- Title posts (including housing and funding) for curates, (10 stipendiary, 8 NSM)
- IME 4-7 training, support and formal assessment (55 curates in taught programme)
- Initial and on-going support for training incumbents (18 new, 53 on-going)
- CARM/MDR (c.410 clergy)
- CMD (c.25 undertaking transition courses, e.g. post of first responsibility; 12 clergy sabbaticals; c.60 individual grants)
- Reader training (16)
- Development and running FJ/DD courses

APPENDIX

- Lay Ministers of Communion courses. The new course was launched and began to be rolled out across the diocese in autumn 2013. Several 'Training the Trainers' sessions were run (more may need to follow), then courses will be run across deaneries (c.180 complete the training each year)

5 SCHOOLS DEPARTMENT

In 2012, the Diocesan Board of Education (DBE) agreed the following purpose statement:

The purpose of the Chichester Diocesan Board of Education is to support the work of all those involved in education within the Diocese, developing and strengthening its Church Schools and Academies to serve their communities in the name of Christ, equipping them to strive for excellence in all things as they demonstrate an authentic experience of Christian community.

The DBE is a statutory body set up by the Diocesan Boards of Education Measure (1991). It sets the strategic direction for the work of the Schools Department. The DBE and the Schools Department are responsible for sustaining and developing 158 Church of England schools (151 primary and 7 secondary) in the Diocese which educate over 37,000 pupils. Of these schools, 60 are voluntary aided and 98 are voluntary controlled.

Aims for 2014

The DBE will continue to develop and extend its services to church schools in the Diocese to enable them to strengthen their distinctive Christian character; it will also be actively responding to the increasingly diverse and fragmented provision of education, especially in relation to the government's academy and free school programme.

- a) The Schools Department will continue to provide a range of specialist services to clergy, governors, head teachers and teachers to improve the effectiveness of church schools. These will include:
 - providing advice and up to date information on the telephone, by email, through regular mailings and on the Schools Department's domain of the Diocesan website.
 - professional advice and support throughout the appointment processes for new head teachers and other senior staff.
 - assistance in all aspects of church school governance, including the appointment of foundation governors.
 - access to the full range of professional development opportunities provided as part of the Schools Department's annual training programme, training provided collaboratively with other dioceses and through local bespoke training events for individual or groups of schools.
 - specialist consultancy support on the full range of church school matters.
 - assistance in preparing for church school inspections and in following up development priorities identified during these inspections.
 - annual deanery based briefings for head teachers, chairs of governors and local clergy.
 - support for local collaborative initiatives involving church schools.
 - working closely with the Local Authorities and Department for Education on behalf of church schools in the Diocese over a range of different issues which directly affect school assets, character, performance and provision.
- b) In order to engage fully with the rapid and significant changes in education, the DBE will be developing new areas of work which will focus on:
 - establishing appropriate trust structures to sponsor schools forced to become academies because of continual underperformance and to relate to schools choosing to convert to academy status.
 - establishing new services and systems which increase the capacity within the Diocese to support church schools and academies on school improvement.

APPENDIX

6 PROPERTY DEPARTMENT

The purpose of the property department is to manage, maintain and develop the property assets of the CDBF in order to promote the mission of the Church. It provides a management service for all houses (currently 360 in round terms) maintained by the diocese

In 2014 the activities will be as follows

- Carrying out the quinquennial maintenance cycle in relation to clergy and lay worker housing. There is a requirement to survey, prepare specifications, obtain quotations and let work to contractors for fabric and fitting maintenance and arrange inspection of electrical installations by a competent person on the same cycle.
- Dealing with any urgent repairs to all the properties required between the five yearly surveys ("Interims").
- Ensuring that all central heating boilers are examined by a competent person on an annual basis ("Servicing").
- Repairs to vacant houses between clergy occupancies ("Ingoings"). (About 30)
- Replacement of life expired components ("Improvements") to maintain a satisfactory standard of accommodation such as windows, kitchens, bathrooms etc. (About 30)
- Replacement of life expired boilers and controls with more efficient ones to reduce the carbon footprint of the housing stock. (About 25)
- Glebe land administration and essential repairs (circa 400 acres).
- Arranging buildings insurance and dealing with claims.

New projects will include

- Continuing with database development and preparation of cost modelling for forward maintenance planning using stock condition information. This will be used to inform decisions in relation to investment in replacement components and in budget setting.
- Positive steps will be taken to avoid property being empty by letting the house when it is vacated providing much needed extra income.
- Replace parsonages on the unsuitable houses list (About 3).
- Preparation for sale or renting out of property declared surplus to the requirement for mission. (To be identified).

7 SAFEGUARDING

The Safeguarding Department covers all aspects of safeguarding-related casework, for both children and vulnerable adults, across the Diocese of Chichester. This includes liaison as appropriate with the public authorities, particularly police, social services and probation, and liaison with parishes or individuals where necessary. The Department also coordinates and delivers safeguarding training across the Diocese, and is responsible for producing and updating safeguarding policies, guidance and documentation.

Aims for 2014:

- Expansion of the team to include two full-time caseworkers (both on 1-year secondments), with one caseworker (Gemma Wordsworth) focusing on working with victims of abuse and on developing referral pathways from the Diocese to the relevant local service provision, and a second (to be appointed) focusing on all other aspects of casework, including attending strategy meetings and/or child protection conferences with police and social services and managing known offenders attending church.
- Comprehensive overhaul of current Diocesan safeguarding policy, particularly our child protection policy, aiming for a considerably simplified set of guidance for parishes that is available in easy-to-use formats.
- Following the above, an overhaul of the Diocesan safeguarding website to incorporate the renewed and simplified guidance, with the aim of making good safeguarding standards far more achievable at parish level.
- An expanded training programme, with the current Foundation training being delivered by a volunteer team at Deanery level, with other modules (Safer Churches, Domestic Abuse, Working with those Presenting a Risk in Churches, Safeguarding Adults at Risk, etc) being delivered by the safeguarding team.

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- Completing and embedding the implementation of the recommendations from the Archbishop's Visitation into safeguarding in the Diocese of Chichester, from both the Interim report of August 2012 and the Final Report of May 2013.
- Considerably increased liaison with the public authorities across Sussex in order to increase the integration of Diocesan safeguarding work with the work of the public authorities across Sussex, both in terms of standards and also particular initiatives within the Local Safeguarding Children's Boards that the Diocese can incorporate and support.

8 DIOCESAN ADVISORY COMMITTEE (DAC)

As stated in the *Care of Churches & Ecclesiastical Jurisdiction Measure 1991* "Every diocese must have an advisory committee for the care of churches. The members of the DAC give their services free of charge, but the expenses of enabling the DAC to discharge its functions properly and effectively are required to be met by the diocesan board of finance." (*Ecclesiastical Law*, 3rd Edition, Mark Hill, pages 227-228).

There are approximately 500 churches in the diocese, three-quarters of which are listed: 183 at Grade I. This highlights the historic importance of the majority of our churches and the need for parishes to receive careful guidance in the maintenance of their buildings and assistance in identifying ways to make their buildings relevant to modern worship, while preserving their historic and spiritual significance.

The main function of this department is to provide professional guidance and administrative support to the DAC and also to provide guidance and advice to parishes, archdeacons and others on the care of church buildings, furnishings, fittings and churchyards.

Activities for 2014 duties include:

- Administrative work involved in running monthly DAC meetings, e.g., collating and processing applications from parishes, preparing agendas, recording and implementing decisions taken at the meeting and informing applicants.
- To visit churches and attend meetings with parochial representatives, together with representatives of the DAC, to provide support and answer questions, to be a source of procedural advice and to offer guidance on sources of technical advice.
- To arrange site visits by DAC members to help parishes identify ways in which their church can become more relevant to the community
- To guide and advise the chairman and members of the DAC concerning measures, etc. relating to their responsibilities.
- To liaise with the diocesan Registrar, archdeacons, solicitors, parishes and other outside bodies with an interest in church buildings and their environs

Applications for advice from the DAC (the first stage of the faculty procedure) are generated by the parish in response to their specific needs, for example necessary maintenance of the building, improving the facilities provided or adapting the church to make it more relevant to modern needs, both liturgically and within the wider parish

9 PASTORAL COMMITTEE AND CLOSED CHURCHES

Pastoral Committee

The remit of the Mission and Pastoral Committee, as set out in the Mission and Pastoral Measure 2011, is that 'from time to time as may be directed by the bishop or as the committee consider necessary to review the arrangements for pastoral supervision in the Diocese or any part thereof...and, in cases where they consider it desirable, to make recommendations to the bishop' for change. The Committee must 'have particular regard to the making of provision for the cure of souls in the Diocese as a whole' and 'have regard to the traditions, needs and characteristics of individual parishes'.

Archdeaconry Pastoral Subcommittees

All other pastoral work is considered by the three Archdeaconry Pastoral Subcommittees. Chaired by the respective archdeacon, the Subcommittees are made up of elected members, rural deans, deanery lay chairmen, ex officio and co-opted appointees and consider proposals for pastoral reorganisation –

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whether it be boundary alterations, group or team ministries, buildings opening or closing, suspensions of presentation, vacancies or fresh expressions of Church – within the archdeaconry. It is expected that the Subcommittees will be busy over the coming months in considering proposals arising from the pastoral strategy currently being developed and considered by deaneries throughout the Diocese.

Closed churches

The Diocesan Mission and Pastoral Committee is also charged with making every endeavour to find suitable alternative uses for churches closed for public worship throughout the Diocese. Currently there are four churches in the various stages of consideration of closure, three where uses have been found and legal proceedings are underway to bring these to fruition, and five other cases where there are established uses for the building but continuing input by the diocese is necessary. A number of other cases are ongoing but are more complex because of the nature of the building, their state of repair or their location.

10 COMMUNICATIONS

The Communication Department is the first point of contact for media relations for the Diocese and reports to the Diocesan Secretary.

Speaking to stakeholders helps to build new relationships within the church and its congregations and managing the message of the church consequently brings the mission of the church to a wider community.

Promoting our values and resources and responding well to difficult situations, through targeted and timely messages using all available mechanisms, the department communicates the good news to existing and new audiences building a positive profile of the church in Sussex

A key responsibility is the development and review of the communications strategy in liaison with the Diocesan Secretary and a working group chaired by the Archdeacon of Lewes and Hastings. This enables the team to support the Bishop and senior staff and the work of Church House in promoting key diocesan messages that relate to the vision of the Diocese and this underpins all that is communicated to support parishes in their mission.

11 GENERAL OFFICE, FINANCE, CENTRAL SERVICES HUMAN RESOURCES AND INFORMATION TECHNOLOGY (IT)

This Department budget consists of the four separate departments and various legal and statutory requirements.

The Diocesan Secretary and General office:

The Diocesan Secretary is secretary to the Board of Finance, Bishops Council, Board of Patronage and a member of Bishop's staff. The Diocesan Secretary is responsible for the coordination of overall pastoral and financial strategy of the Diocese. The administration of the governance of the diocese and the supporting papers for diocesan meetings are provided from this office. There is also a responsibility to advise deaneries and parishes on local governance matters. As well as the staffing costs this department budget includes the cost of the statutory appointments of the Diocesan Registrar and Chancellor

Finance and Accounts:

The accounts department provides financial support services to the Diocese and to deaneries and parishes. At the core of the service the department is responsible for maintaining the books of account, paying the bills, securing the assets, and ensuring the Diocese and various bodies are legally compliant in terms of statutory reporting, and tax and charity law. This includes the production of management and statutory accounts and managing the Diocese's budget process

Major monthly tasks also include the collection of the monthly parish contributions and the monthly payrolls both Clergy and lay staff. The department provides advice and support for PCC treasurers including training and a dedicated helpline. The department also administers parish trust accounts valued

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at £13 million. As well as staffing costs the department's budget includes £110k for the statutory audit of the diocesan financial statements and the internal audit function, the provision for investment fees on diocesan investments and the depreciation charge on diocesan assets.

In 2014 the department will

- Ensure that the accounting and treasury functions of the Diocese are run in accordance with agreed financial procedures.
- Ensure that budget holders have the appropriate financial information to ensure that budgets are adhered to and management decisions are made in a timely way.
- Assist the Archdeacons and deanery treasurers by providing the management information on the collection of Parish Contribution.
- Take over the invoicing system from other Departments
- Embark on obtaining a PQASSO quality standard for the organisation to improve its efficiency and effectiveness

Central Services and IT

The Central Services and IT department deals with the facilities and office management of Church House. Some of its main functions include;

- Management of Church House involving building maintenance and management of all services required including caretaker services.
- Management of day to day office needs, computer and office equipment, stationery, and all normal office supplies.
- Photocopying and finishing service for both internal and external customers' needs
- Technical management of the diocesan website, the diocesan database and other specialist items of software.
- First point of call support for all minor IT issues for Church House and remote offices
- All telephone systems management, both landlines and mobiles

Church House is now 18 years old and accordingly needs refurbishment over the next couple of years. The print room generates an income from outside printing which is set aside to help finance extraordinary works carried out at Church House.

Other work this year will include completion of the Inter-Diocesan IT Review and implementation of any accepted recommendations.

Human Resources

Functions:

- Personnel administration for Church House and Archdeacons and Bishops' offices and the Magnet, including recruitment and training provision.
- Clergy HR, particularly those on Common tenure.

HR supports all clergy and particularly those on Common Tenure as implemented by the Ecclesiastical Offices (Terms of Service) Measure 2009, preparing Statements of Particulars of Office for those new in post and encouraging the preparation of Role Descriptions. It seeks to offer advice to bishops and archdeacons on specific HR matters relating to the clergy and on an informal basis to parishes and their officers.

The Department also provides HR support for Church House, Bishops' and Archdeacons' staff and those at The Magnet including recruitment, remuneration and training matters.

Help for local churches seeking to resource their ministry:

The Diocesan Church Growth team is here to help you:
please call 01273 421021 and ask for 'Church Growth'

Online resources:

www.chichester.anglican.org/money

- a good starting point for all Diocesan money matters

www.parishresources.org.uk

- an excellent website setting out all aspects of stewardship in the local church

www.churchlegacy.org.uk

- a site with information about gifts in wills, or legacies

Four key points from *Giving for Life*

1. Preach and teach generous giving
2. Link giving to mission and ministry
3. Encourage annual review of giving
4. Thank givers annually

Please contact Church House if you would materials to support *Giving for Life* – we have booklets for PCCs, a special leaflet for clergy and pew leaflets available.

Call 01273 421021 and ask for Church Growth

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