



**BUDGET 2016**

**APPROVED AT  
THE DIOCESAN SYNOD ON 7<sup>th</sup> NOVEMBER  
2015**



## THE BUDGET 2016

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## DIOCESE OF CHICHESTER

### Introduction to 2016 Budget

I am delighted to say that our Diocesan Budget for 2016 shows us breaking even for the year, something we last achieved in 2008. This is primarily due to the enormous generosity of church members throughout East and West Sussex. It also reflects our continuing success in managing the Diocese's assets efficiently.

In the year ahead, we will accelerate our expenditure on clergy housing by 30%, funding this increase from the Pastoral Fund so as not to lay too heavy a burden on our parishes. Similarly, the extra expenditure required to upgrade our central support for church schools will be funded by releasing the first tranche of the £900,000 Diocesan Synod voted for this important purpose, also from the Pastoral Fund.

Central IT infrastructure and support and our Diocesan communications department will also benefit from increased budgets for the year, improving the level of service provided by Church House in these areas.

It is good to report the near completion of our multi-year Land Registry project, bringing an exceptional expenditure line to an end. We owe thanks to Richard Chevis and Jonathan Prichard for undertaking this painstaking exercise.

Gratitude is as always due to all who support our work with their giving, reflecting in turn God's own immeasurable generosity to us; and to all those who have exercised the role of stewardship entrusted to them in managing our affairs.

I am happy to commend the draft Budget as presented here for Diocesan Synod's approval.

John Booth  
Chairman of the Finance Committee  
October 2015

## DIOCESE OF CHICHESTER

### The 2016 Budget Explained – “What are you paying for?”

In 2016 the Diocese of Chichester will spend £19.5 million to support ministry and mission in our parishes throughout Sussex. Of this expenditure, the vast majority – 78.1% - is spent on the 383 people (339 clergy and 44 lay) who work for the Diocese. This covers clergy stipends, lay salaries, pension and associated employer taxes as well as the cost of housing our clergy.

The major source of income is the parish ministry contribution. The 2016 budgeted figure of £14,572,988 represents an anticipated increase of £302,851 on the actual deanery promises for 2015. This will account for 74.9% of the Diocese's total income and give a balanced budget for the first time in many years.

Below is a summary breakdown of the activity and expenditure. More information about the Diocesan activities and budgets is given in the appendix.

DIOCESE OF CHICHESTER						
BUDGET 2016 (Summary)						
	2016				2016	
<u>INCOME</u>	£	%		<u>EXPENDITURE</u>	£	%
Parish contribution	14,572,988	74.9%		Clergy stipend, grants and fees	7,817,558	40.2%
Investment income	1,428,300	7.3%		Clergy pension contributions	2,397,051	12.3%
Fees and local income	687,788	3.5%		Clergy and lay workers housing	3,231,076	16.6%
Housing and glebe income	714,400	3.7%		Training - ordination & other	1,432,725	7.4%
Grants and other income	391,108	2.0%		Church insurance premium	1,094,446	5.6%
				Parish support costs	2,725,435	13.9%
Transfer from Pastoral Account	1,669,400	8.6%		Exceptional item	33,600	0.2%
				National church responsibilities	732,093	3.8%
Total Budgeted Income	19,463,984	100%		Total Budgeted Expenditure	19,463,984	100.0%
				Projected breakeven for the year	-	

Clergy stipends, grants and fees, clergy pension contributions and clergy and lay workers' housing are the direct costs of providing clergy and lay workers to our Diocese. These will account for 69.1% of the budgeted expenditure. The average Parish Ministry Cost for a parish with one full-time stipendiary post will be £71,063 in 2016. Parish Ministry Cost includes stipend, pension and housing, and a share of training, parish and ministry support costs. The majority of clergy receive a stipend and contribution to a final salary pension scheme. In addition the Diocese pays 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 and training for ordained and lay ministry and discipleship. This

accounts for 7.4% 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 the price advantage of a group rate on its premium and can pay the premium via its monthly parish contribution, aiding cash flow for the parish over the year.

Parish support costs cover services provided by the Diocese to support both parishes and clergy and to 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 ▶ Working with church schools ▶ Community projects ▶ Evangelism ▶ Building works
- ▶ Overseas links

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

Also included under parish support costs is the cost of 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 exceptional item relates to temporary financial support given to the Theological Library and resource centre at The Magnet in Hastings.

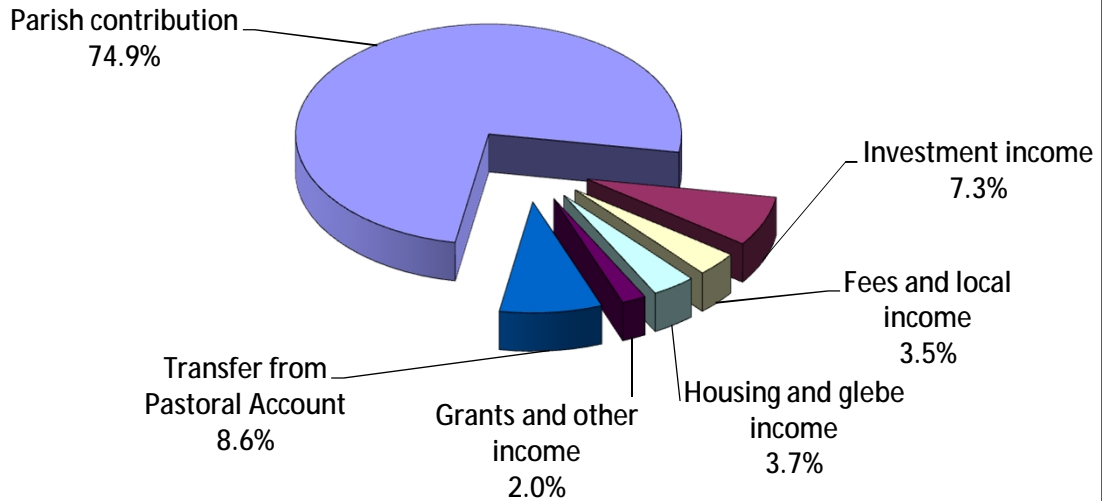
National church responsibilities encompass the costs associated with our support to the Church of England, except *National Training*, referred to in Training – ordination and other. The main element here is our contribution to the central administration of the church and other agreed national costs.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

How are we doing compared to other Dioceses?

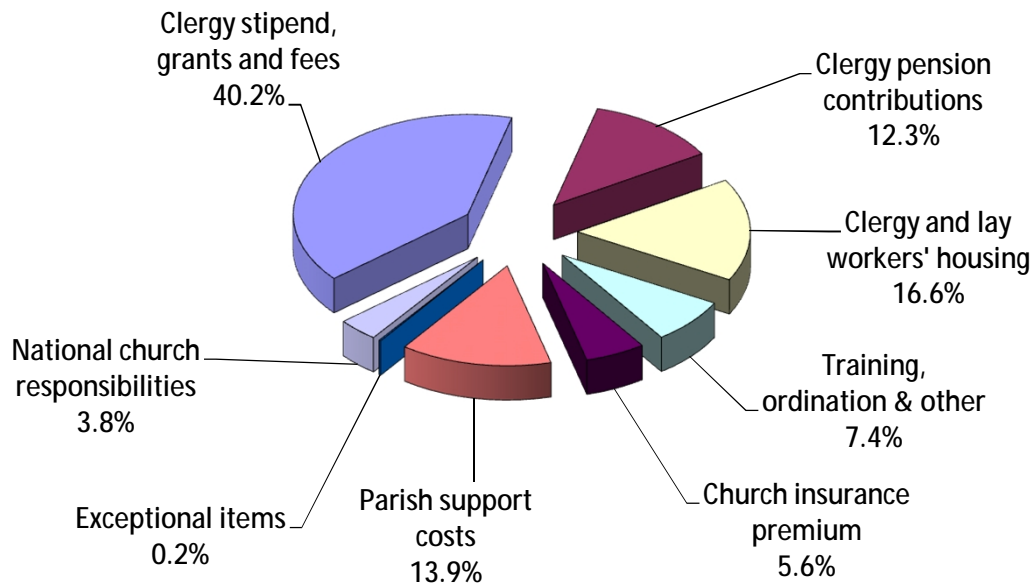
The Church of England periodically publishes data relating to all its Dioceses. Data published recently shows that the parish contribution requested per church member in 2015 (the most recent data available) is lower in the Diocese of Chichester than the national average: £416 per church member was requested in Chichester against £434 across the Church of England. Chichester's request was the 25<sup>th</sup> highest out of 41 Dioceses, with the majority of those requesting less being in the north of the country.

The level of giving within our churches continues to improve, thanks in large part to the strong take up of the Parish Giving Scheme: giving per church member rose from an average of £11.10 per week in 2012 to £12.20 in 2013 (again the most recent data available). Less positively, this is £0.20 less than the national average, and £1.20 less than the average for the Province of Canterbury, which includes the more affluent Dioceses in the south of the country.

### BUDGET INCOME 2016



### BUDGET EXPENDITURE 2016



Our Mission to the people of Sussex includes

261 Benefices

299.3 Stipendiary clergy

40 House for duty posts

480 Churches

43.8 Lay staff

158 Church Schools serving  
37,000 Children

365 Residential Properties

THE CHICHESTER DIOCESAN FUND AND BOARD OF FINANCE

DRAFT BUDGET 2016

Actual 2014 £	Forecast 2015 £		Budget 2015 £	Budget 2016 £	%age on 15	%age of total
		<u>INCOME (excl. Parish Contribution)</u>				
1,284,854	1,356,574	Dividends & interest	1,213,200	1,428,300	17.7%	44.3%
219,685	244,500	Grants from restricted funds	193,500	212,600	9.9%	6.6%
305,508	315,400	Glebe	255,400	304,400	19.2%	9.4%
358,232	455,500	Housing	385,500	410,000	6.4%	12.6%
704,712	668,000	Fees & local income	616,000	687,788	11.7%	21.3%
166,661	198,500	Miscellaneous grants and donations	161,500	178,508	10.5%	5.5%
<u>3,039,652</u>	<u>3,238,474</u>	<b>TOTAL INCOME</b>	<u>2,825,100</u>	<u>3,221,596</u>	<u>14.0%</u>	<u>100.0%</u>
		<u>EXPENDITURE</u>				
		<u>Ministry</u>				
7,467,905	7,570,000	Clergy stipends, grants and fees	7,590,000	7,817,558	3.0%	40.2%
2,291,607	2,400,000	Clergy pension contributions	2,358,460	2,397,051	1.6%	12.3%
2,561,533	2,976,362	Clergy and layworkers housing	2,441,362	3,165,776	29.7%	16.3%
87,606	65,300	Clergy widows and retired clergy housing	65,300	65,300	0.0%	0.3%
892,664	1,117,579	Training - ordination & other	1,321,154	1,432,725	8.4%	7.4%
<u>13,301,315</u>	<u>14,129,241</u>		<u>13,776,276</u>	<u>14,878,410</u>	<u>8.0%</u>	<u>76.4%</u>
		<u>Direct Support for parishes</u>				
1,022,919	1,034,725	Church insurance premium	1,043,725	1,094,446	4.9%	5.6%
<u>1,022,919</u>	<u>1,034,725</u>		<u>1,043,725</u>	<u>1,094,446</u>	<u>4.9%</u>	<u>5.6%</u>
		<u>Parish support services</u>				
432,154	408,180	Apostolic Life	400,005	393,717	-1.6%	2.0%
215,779	185,330	Common Good	211,170	206,024	-2.4%	1.1%
270,148	386,145	Diocesan Board of Education	386,145	617,747	60.0%	3.2%
185,565	212,580	Safeguarding - Children protection	212,580	219,133	3.1%	1.1%
46,389	52,450	Diocesan Advisory Committee (DAC)	52,450	52,699	0.5%	0.3%
50,978	61,440	Pastoral Committee	61,440	42,979	-30.0%	0.2%
46,906	-	Closed churches	90,000	90,000	0.0%	0.5%
51,170	33,500	Glebe administration	33,500	36,000	7.5%	0.2%
88,985	80,000	Investment manager fees	80,000	95,000	18.8%	0.5%
65,561	82,370	Communications	70,670	92,009	30.2%	0.5%
107,965	122,184	Information technology (IT)	93,884	204,254	117.6%	1.0%
		General office: Finance, Governance and				
588,325	656,552	Administration	659,552	675,873	2.5%	3.5%
<u>2,149,925</u>	<u>2,280,731</u>		<u>2,351,396</u>	<u>2,725,435</u>	<u>15.9%</u>	<u>14.0%</u>
111,628	62,700	Exceptional items	50,700	33,600	-33.7%	0.2%
703,959	715,712	National Church responsibilities	715,712	732,093	2.3%	3.8%
<u>17,289,746</u>	<u>18,223,109</u>	<b>TOTAL EXPENDITURE <sup>(1)</sup></b>	<u>17,937,809</u>	<u>19,463,984</u>	<u>8.5%</u>	<u>100.0%</u>
179,954	700,000	FUNDED FROM PASTORAL FUND-Property	700,000	1,447,000		
-	-	FUNDED FROM PASTORAL FUND-Education	-	222,400		
13,840,215	14,262,759	PARISH CONTRIBUTION	14,270,137	14,572,988		
<u>(229,925)</u>	<u>(21,876)</u>	<b>DEFICIT FOR YEAR</b>	<u>(142,572)</u>	<u>-</u>		

Note

(1) Excluding the £1,447,000 increase in Housing costs and the £222,400 to be met from the Pastoral Fund, expenditure is budgeted to increase by 3.22%.

## INCOME

Actual 2014 £		Budget 2015 £	Budget 2016 £	%age on 15
<u>INCOME (excl. Parish Contribution)</u>				
<b>DIVIDENDS &amp; INTEREST</b>				
83,177	Diocesan stipends fund	96,100	110,800	15.3%
561,165	Clergy stipends fund	518,900	569,700	9.8%
599,409	Diocesan pastoral account	568,200	727,800	28.1%
41,103	Deposit and other interest	30,000	20,000	-33.3%
<u>1,284,854</u>		<u>1,213,200</u>	<u>1,428,300</u>	<u>17.7%</u>
<b>GRANTS FROM RESTRICTED FUNDS</b>				
103,258	Diocesan welfare trust	81,400	89,400	9.8%
	Elfinward Fund for:			
65,386	stipends	64,013	71,913	12.3%
11,587	retreats & conferences	10,458	10,458	0.0%
5,794	information	5,229	5,229	0.0%
33,660	Training Fund	32,400	35,600	9.9%
<u>219,685</u>		<u>193,500</u>	<u>212,600</u>	<u>9.9%</u>
<b>GLEBE INCOME (Gross)</b>				
22,826	Rents from land in diocese	24,000	24,000	0.0%
226,999	Rents from properties in diocese	187,000	236,000	26.2%
55,683	Rents for diocesan officers' houses	44,400	44,400	0.0%
<u>305,508</u>		<u>255,400</u>	<u>304,400</u>	<u>19.2%</u>
<b>HOUSING INCOME</b>				
34,446	Other income for diocesan officers' hses	61,500	36,000	-41.5%
245,905	Rents from parsonage houses	248,000	298,000	20.2%
53,235	Rents from retired clergy houses	51,000	51,000	0.0%
24,646	Rents from miscellaneous houses	25,000	25,000	0.0%
<u>358,232</u>		<u>385,500</u>	<u>410,000</u>	<u>6.4%</u>
<b>FEES &amp; LOCAL INCOME</b>				
585,490	Parochial fees assigned	578,000	585,000	1.2%
119,222	Parish trust income	38,000	102,788	170.5%
<u>704,712</u>		<u>616,000</u>	<u>687,788</u>	<u>11.7%</u>
<b>MISCELLANEOUS GRANTS &amp; DONATIONS</b>				
127,000	Allchurches Trust	129,000	131,000	1.6%
25,601	Rents from redundant churches	17,000	32,008	88.3%
2,513	Ordination & institution collections	5,500	5,500	0.0%
11,547	Donations & annual subscriptions	10,000	10,000	0.0%
<u>166,661</u>		<u>161,500</u>	<u>178,508</u>	<u>10.5%</u>
<b>TOTAL INCOME (excl. Parish Contribution)</b>				
<u>3,039,652</u>		<u>2,825,100</u>	<u>3,221,596</u>	<u>14.0%</u>



INCOME continued / EXPENDITURE

Actual 2014 £		Budget 2015 £	Budget 2016 £	%age on 15
<u>3,039,652</u>	TOTAL INCOME (ex Parish Contribution) (see page 5)	<u>2,825,100</u>	<u>3,221,596</u>	<u>14.0%</u>
	PARISH CONTRIBUTION			
13,635,227	Current year	14,270,137	14,572,988	2.1%
90,172	Current year - Appeal	-	-	
114,816	Previous years	-	-	
<u>13,840,215</u>		<u>14,270,137</u>	<u>14,572,988</u>	<u>2.1%</u>
<u>16,879,867</u>	TOTAL INCOME	<u>17,095,237</u>	<u>17,794,584</u>	<u>4.1%</u>

EXPENDITURE

THE FULL COST OF PAROCHIAL STIPENDS

		Budget 2015 £	Budget 2016 £	%age on 15
<u>Stipendiary posts</u>				
4.00	Archdeacons (2015-4.00)	138,840	136,200	-1.9%
15.00	A benefices (2015-15.00)	387,450	393,450	1.5%
52.00	B benefices (2015-53.00)	1,349,380	1,344,720	-0.3%
153.30	Standard stipends (2015-154.80)	3,878,640	3,909,150	0.8%
52.50	Assistant curates (2015-50.00)	1,240,000	1,322,480	6.7%
1.50	Layworkers (2015-2.50)	61,505	37,290	-39.4%
14.70	Light duty (half/part stip) (2015-15.10)	379,010	374,850	-1.1%
	HFD in charge (40.00) honoraria (2015-40.00)	66,190	67,910	2.6%
	Rural deans allowance (21.00) (2015-21.00)	28,350	28,350	0.0%
	Miscellaneous payments	9,880	52,060	426.9%
293.00	Stipends gross total (2015 - 294.4)	<u>7,539,245</u>	<u>7,666,460</u>	<u>1.7%</u>
	DEDUCT			
	Church Commissioners annuities & grants	35,000	26,000	-25.7%
	Chaplaincy fees	23,265	20,451	-12.1%
	Fees retained by clergy	16,925	16,925	0.0%
	Parishes and other agencies	375	750	100.0%
		<u>7,463,680</u>	<u>7,602,334</u>	<u>1.9%</u>
	DEDUCT			
	Vacancies (27)	677,970	693,580	2.3%
	Diocesan/dual appointments (6.30)	171,110	160,650	-6.1%
	NET COST TO DIOCESE (c/fwd page 8)	<u>6,614,600</u>	<u>6,748,104</u>	<u>2.0%</u>

## EXPENDITURE

Actual 2014 £	Ministry	Budget 2015 £	Budget 2016 £	%age on 15
<b>CLERGY STIPENDS, GRANTS AND FEES</b>				
	Stipends			
6,481,970	Total chargeable to diocese (see page 7)	6,614,600	6,748,100	2.0%
502,795	National insurance	529,200	539,900	2.0%
	Grants and direct support of clergy			
13,196	Suffragan bishops' housing & council tax	20,100	19,900	-1.0%
39,376	Clergy administration	12,100	36,544	202.0%
54,136	Archdeacons' operating expenses	72,000	72,914	1.3%
27,950	Archdeacons' housing & council tax	35,600	32,800	-7.9%
9,076	Bishops' chaplains' housing	17,900	15,900	-11.2%
64,680	First appointments	57,000	70,000	22.8%
81,441	Removal	65,000	90,000	38.5%
96,848	Resettlement	75,000	100,000	33.3%
	Fees			
96,437	For services & exps for vacancies	90,000	90,000	0.0%
-	For services etc during sickness	1,500	1,500	0.0%
<u>7,467,905</u>	<b>Total - Clergy stipends, grants and fees</b>	<u>7,590,000</u>	<u>7,817,558</u>	<u>3.0%</u>
<u>2,291,607</u>	<b>CLERGY PENSION CONTRIBUTIONS</b>	<u>2,358,460</u>	<u>2,397,051</u>	<u>1.6%</u>
<b>CLERGY AND LAYWORKERS HOUSING</b>				
	Property			
552,087	Quinquennial repairs	894,400	941,506	5.3%
387,183	Ingoing works	150,000	420,000	180.0%
819,888	Interim repairs	655,416	1,078,760	64.6%
257,168	Improvement & decoration grants	66,640	22,464	-66.3%
52,432	Insurance	76,965	61,000	-20.7%
95,065	Fees	71,000	162,000	128.2%
22,981	Housing rental costs	20,000	24,000	20.0%
57,876	Water rates and council tax	82,431	79,625	-3.4%
<u>2,244,680</u>		<u>2,016,852</u>	<u>2,789,355</u>	<u>38.3%</u>
	Property administration			
257,176	Staff costs	335,100	302,200	-9.8%
18,419	Office expenses	23,560	17,471	-25.8%
6,657	Travel expenses	7,750	10,500	35.5%
34,601	Miscellaneous expenses	58,100	46,250	-20.4%
<u>316,853</u>		<u>424,510</u>	<u>376,421</u>	<u>-11.3%</u>
<u>2,561,533</u>	<b>Total - Clergy and layworkers housing</b>	<u>2,441,362</u>	<u>3,165,776</u>	<u>29.7%</u>

EXPENDITURE continued

Actual 2014 £		Budget 2015 £	Budget 2016 £	%age on 15
<b>CLERGY WIDOWS AND RETIRED CLERGY HOUSING</b>				
5,767	Housing costs: quinquennials	5,100	5,100	0.0%
19,277	repairs	4,200	4,200	0.0%
-	Grant for mortgages	1,000	1,000	0.0%
-	Supplementary grants	2,000	2,000	0.0%
60,712	Family support incl convalescent grants	50,000	50,000	0.0%
1,850	Terry's Cross/insurance	3,000	3,000	0.0%
<u>87,606</u>	<b>Total - Clergy widows and retired clergy housing</b>	<u>65,300</u>	<u>65,300</u>	<u>0.0%</u>
<b>TRAINING - ORDINATION AND OTHER</b>				
95,497	Staff costs	106,475	167,997	57.8%
6,154	Office expenses	7,450	10,995	47.6%
7,550	Housing costs	11,000	11,000	0.0%
2,148	Travel expenses	5,500	3,250	-40.9%
124	Projects & conferences	975	900	-7.7%
570	Vocation & lay min advisers' expenses	3,000	3,000	0.0%
1,589	BAP conference fees & travel	3,000	3,000	0.0%
3,821	NSM Deacon training	-	-	
15,646	Ordination candidates - single	23,000	18,700	-18.7%
182,944	Ordination candidates - family	275,000	241,800	-12.1%
-	Regional Training Co-ordinator/Partnership	200	-	
16,998	Post ordination training	17,950	18,000	0.3%
-	Young Vocations	-	5,250	
20,196	Continuing education for clergy	28,600	31,700	10.8%
3,550	Grants for conferences and retreats	4,000	4,000	0.0%
-	Clergy Conference	-	25,000	
107,254	Curate Housing costs	190,000	310,000	63.2%
<u>464,041</u>		<u>676,150</u>	<u>854,592</u>	<u>26.4%</u>
428,623	National church apportionment	645,004	578,133	-10.4%
<u>892,664</u>	<b>Total - Training - ordination and other</b>	<u>1,321,154</u>	<u>1,432,725</u>	<u>8.4%</u>
<b>Direct support for parishes</b>				
<u>1,022,919</u>	<b>CHURCH INSURANCE PREMIUM</b>	<u>1,043,725</u>	<u>1,094,446</u>	<u>4.9%</u>
<b>Parish support Services</b>				
<b>APOSTOLIC LIFE</b>				
Directorate				
86,523	Staff costs	64,575	42,150	-34.7%
6,032	Office costs	5,920	3,569	-39.7%
12,054	Housing costs	11,000	-	
5,097	Travel expenses	5,750	3,000	-47.8%
741	Resources & equipment	1,150	1,150	0.0%
3,842	Projects & conferences	3,950	5,950	50.6%
<u>114,289</u>		<u>92,345</u>	<u>55,819</u>	<u>-39.6%</u>
Christian Resources and Stewardship				
383	Staff costs	45,700	78,580	71.9%
3,161	Office costs	5,650	6,746	19.4%
1,518	Travel expenses	2,200	3,100	40.9%
33,167	Resources & equipment	1,250	10,750	760.0%
16,974	Projects & conferences	17,200	27,000	57.0%
<u>55,203</u>		<u>72,000</u>	<u>126,176</u>	<u>75.2%</u>

EXPENDITURE continued

Actual 2014 £		Budget 2015 £	Budget 2016 £	%age on 15
	Children and Young people			
133,697	Staff costs	77,350	81,500	5.4%
10,077	Office expenses	7,810	4,688	-40.0%
10,067	Housing costs	11,000	-	
-	Grant to St Bartz Trust (children work)	23,000	23,000	0.0%
1,840	Travel & home office expenses	6,000	3,000	-50.0%
1,917	Resources & equipment	500	10,700	2040.0%
7,151	Projects & conferences	4,200	12,400	195.2%
<u>164,749</u>		<u>129,860</u>	<u>135,288</u>	<u>4.2%</u>
	Ministry and adult Christian education			
82,253	Staff costs	82,600	59,725	-27.7%
7,883	Office expenses	9,300	2,809	-69.8%
-	Travel & home office expenses	3,000	2,000	-33.3%
139	Resources & equipment	400	400	0.0%
241	Projects & conferences	500	500	0.0%
7,397	Diocesan Readers' Board initial training	10,000	11,000	10.0%
<u>97,913</u>		<u>105,800</u>	<u>76,434</u>	<u>-27.8%</u>
<u>432,154</u>	Total - Apostolic life	<u>400,005</u>	<u>393,717</u>	<u>-1.6%</u>
	COMMON GOOD			
	Social Concerns			
32,618	Staff costs	24,300	26,415	8.7%
2,290	Office expenses	750	710	-5.3%
6,113	Housing costs	-	-	
1,066	Travel expenses	1,500	1,500	0.0%
100	Resources & equipment	400	400	0.0%
557	Projects & conferences	4,100	4,100	0.0%
<u>42,744</u>		<u>31,050</u>	<u>33,125</u>	<u>6.7%</u>
	Workplace ministry			
53,201	Staff costs	54,275	55,670	2.6%
7,050	Housing costs	7,100	6,600	-7.0%
3,283	Travel & home office expenses	2,800	3,400	21.4%
376	Projects & conferences	350	350	0.0%
<u>63,910</u>		<u>64,525</u>	<u>66,020</u>	<u>2.3%</u>
	Grants to other Diocesan councils & organisations			
7,300	Ecumenical Group incl Churches Together	7,400	-	
21,232	Diocesan Overseas Council (DOC)	30,525	30,115	-1.3%
4,749	European Ecumenical Cttee + conferences	5,330	4,580	-14.1%
39,844	University chaplains' stipends & housing	36,340	36,184	-0.4%
	Other			
36,000	Diocesan Assn for Family Support Work	36,000	36,000	0.0%
<u>109,125</u>		<u>115,595</u>	<u>106,879</u>	<u>-7.5%</u>
<u>215,779</u>	Total - Common Good	<u>211,170</u>	<u>206,024</u>	<u>-2.4%</u>

## EXPENDITURE continued

Actual 2014 £		Budget 2015 £	Budget 2016 £	%age on 15
<b>DIOCESAN BOARD OF EDUCATION</b>				
346,430	Staff costs	456,000	509,800	11.8%
20,946	Office expenses	27,920	29,747	6.5%
10,139	Travel	11,925	15,000	25.8%
9,722	Resources & equipment	7,300	41,300	465.8%
22,622	Projects & conferences	45,000	218,900	386.4%
(42,000)	Less: Grant - Aided Schools Fund	(42,000)	(42,000)	0.0%
(97,711)	Less: sales of services	(120,000)	(155,000)	29.2%
<u>270,148</u>	<b>Total - Diocesan Board of Education</b>	<u>386,145</u>	<u>617,747</u>	<u>60.0%</u>
<b>SAFEGUARDING</b>				
143,842	Staff costs	159,250	178,667	12.2%
8,842	Office expenses	13,180	9,266	-29.7%
5,231	Travel expenses	2,000	5,000	150.0%
204	Resources & equipment	1,150	1,200	4.3%
6,006	Projects & conferences	10,800	8,000	-25.9%
21,440	Miscellaneous expenses	26,200	17,000	-35.1%
<u>185,565</u>	<b>Total - Safeguarding</b>	<u>212,580</u>	<u>219,133</u>	<u>3.1%</u>
<b>DIOCESAN ADVISORY COMMITTEE (DAC)</b>				
33,289	Staff costs	34,900	35,850	2.7%
4,849	Office expenses	5,600	4,889	-12.7%
5,253	Travel expenses	7,000	7,000	0.0%
845	Resources & equipment	1,350	1,350	0.0%
639	Projects & conferences	2,000	2,010	0.5%
1,514	Miscellaneous expenses	1,600	1,600	0.0%
<u>46,389</u>	<b>Total - Advisory committee for the care of churches (DAC)</b>	<u>52,450</u>	<u>52,699</u>	<u>0.5%</u>
<b>PASTORAL COMMITTEE</b>				
32,574	Staff costs	55,100	36,850	-33.1%
1,833	Office expenses	2,700	2,489	-7.8%
-	Travel expenses	1,500	1,500	0.0%
-	Projects & conferences	500	500	0.0%
16,571	Miscellaneous expenses	1,640	1,640	0.0%
<u>50,978</u>	<b>Total - Pastoral Committee</b>	<u>61,440</u>	<u>42,979</u>	<u>-30.0%</u>
<u>46,906</u>	<b>CLOSED CHURCHES</b>	<u>90,000</u>	<u>90,000</u>	<u>0.0%</u>
<b>GLEBE ADMINISTRATION</b>				
19,235	Repairs & improvements	10,500	14,000	33.3%
2,796	Agents' fees	5,000	6,000	20.0%
3,043	Rent collection expenses	2,000	6,000	200.0%
-	Legal fees	13,000	10,000	-23.1%
26,096	Planning costs	3,000	-	
<u>51,170</u>	<b>Total - Glebe administration</b>	<u>33,500</u>	<u>36,000</u>	<u>7.5%</u>
<u>88,985</u>	<b>INVESTMENT MANAGER FEES</b>	<u>80,000</u>	<u>95,000</u>	<u>18.8%</u>

## EXPENDITURE continued

Actual 2014 £		Budget 2015 £	Budget 2016 £	%age on 15
<b>COMMUNICATIONS</b>				
46,172	Staff costs	36,900	38,830	5.2%
4,549	Office expenses	3,010	2,619	-13.0%
714	Travel expenses	1,000	1,000	0.0%
6,687	Resources & equipment	13,360	38,760	190.1%
18,050	Diocesan leaflet & magazine - costs	44,000	20,800	-52.7%
(10,635)	Diocesan leaflet & magazine - income	(25,000)	(11,000)	-56.0%
(90)	Directories & sundry (net)	(3,000)	1,000	-133.3%
114	Exhibitions	400	-	
<u>65,561</u>	<b>Total - Communications</b>	<u>70,670</u>	<u>92,009</u>	<u>30.2%</u>
<b>INFORMATION TECHNOLOGY (IT)</b>				
-	Staff costs	-	70,350	
-	Office expenses	-	1,020	
106,765	Resources & equipment	92,184	116,184	26.0%
1,200	Website development	1,700	16,700	882.4%
<u>107,965</u>	<b>Total - Information technology (IT)</b>	<u>93,884</u>	<u>204,254</u>	<u>117.6%</u>
<b>GENERAL OFFICE: FINANCE, GOVERNANCE AND ADMINISTRATION</b>				
(Please note that this section also includes the costs of the Diocesan Synod, Bishop's Council, Board of Finance, Schools finance & stipends committees)				
377,736	Staff costs	435,650	430,800	-1.1%
10,189	Postage and telephone	3,080	2,860	-7.1%
(10,114)	Printing and stationery	(18,530)	(15,730)	-15.1%
48,206	Other office expenses	43,810	47,560	8.6%
16,832	Office equipment depreciation	22,000	22,000	0.0%
24,559	Hire of equipment	16,692	28,847	72.8%
2,579	Equipment maintenance	5,000	5,000	0.0%
15,096	Building light, heat, repairs, cleaning	18,300	18,986	3.7%
1,366	Staff travel expenses	3,000	2,250	-25.0%
322	Committee members expenses	500	500	0.0%
7,221	Diocesan synod /Bishops Council	8,000	9,000	12.5%
-	Election	150	-	
18,911	Audit - external	17,700	19,500	10.2%
9,330	Audit - internal	12,000	12,000	0.0%
4,991	Bank charges	6,200	6,200	0.0%
20,708	Legal fees - general	32,000	32,000	0.0%
40,393	Legal - Chancellor & Registrar	54,000	54,100	0.2%
<u>588,325</u>	<b>Total - General Office</b>	<u>659,552</u>	<u>675,873</u>	<u>2.5%</u>

# EXPENDITURE continued

Actual 2014 £		Budget 2015 £	Budget 2016 £	%age on 15
<b>EXCEPTIONAL ITEMS</b>				
64,032	Land registry project	10,000	-	
19,629	Deanery Visitation	-	-	
27,967	The Magnet Centre	40,700	33,600	-17.4%
<u>111,628</u>	<b>Total - Exceptional Items</b>	<u>50,700</u>	<u>33,600</u>	<u>-33.7%</u>
<b>NATIONAL CHURCH RESPONSIBILITIES</b>				
488,239	National Church & General Synod Cost	486,945	494,548	1.6%
32,432	Mission agencies & CPAS pensions	33,703	34,228	1.6%
173,824	Retired clergy housing scheme	181,564	189,817	4.5%
9,464	General Synod members' expenses	13,500	13,500	0.0%
<u>703,959</u>	<b>Total - National Church Responsibilities</b>	<u>715,712</u>	<u>732,093</u>	<u>2.3%</u>
<u><u>17,289,746</u></u>	<b>TOTAL EXPENDITURE</b>	<u><u>17,937,809</u></u>	<u><u>19,463,984</u></u>	<u><u>8.5%</u></u>

SUPPORT FOR PARISHES AND CHURCH HOUSE STAFF  
HEADCOUNT

<u>2015</u>			<u>2016</u>	
<u>Clergy and</u>			<u>Clergy and</u>	
<u>layworkers</u>	<u>Lay</u>		<u>layworkers</u>	<u>Lay</u>
		APOSTOLIC LIFE		
1.5	1.0	Training - Ordination and Other	2.0	3.0
1.0	-	Directorate	-	1.0
-	0.8	Christian resources & Stewardship	1.0	0.8
1.0	1.2	Children and young people	-	2.1
-	2.3	Ministry & Adult Christian Education	-	1.5
		COMMON GOOD		
0.5	0.2	Social Concerns	0.5	-
1.5	-	Workplace chaplains	1.5	-
0.5	-	Diocesan Overseas Officer	0.5	-
0.8	-	University chaplains	0.8	-
-	8.2	PROPERTY & GLEBE ADMINISTRATION	-	6.6
-	9.4	DIOCESAN BOARD OF EDUCATION	-	10.2
-	3.6	SAFEGUARDING	-	3.6
-	2.0	DAC/PASTORAL/CLOSED CHURCHES	-	2.0
		ADMINISTRATION		
-	1.0	Communications	-	1.0
-	2.5	General office	-	2.0
-	1.0	Information Technology (IT)	-	2.0
-	2.5	Central services	-	3.9
-	3.7	Finance	-	3.7
-	1.5	Clergy Administration	-	0.4
<u>6.8</u>	<u>40.9</u>		<u>6.3</u>	<u>43.8</u>

Percentages are shown in terms of full-time equivalent



THE CHICHESTER DIOCESAN FUND AND BOARD OF FINANCE  
NOTES TO DRAFT BUDGET 2016

For 2016, diocesan income (excluding parish contribution) is set to increase by £396k (14.0%) compared to the 2015 budget, and expenditure is budgeted to increase by £1.526m (8.5%). However, the increase in budgeted expenditure includes an amount of £1.447m for Property expenditure and £222k for the Schools Education Department, both of which will be funded from the Pastoral Fund. Excluding those drawdowns, the increase in expenditure is 3.22%.

The 2015 figure for parish contribution (£14,270,137) represents the level of promises made by deaneries. It is proposed that increase of £302,851 on this figure is requested and budgeted for. This would imply parish contribution pledges of £14,572,988, leading to a balanced budget, a situation that the diocese has not had from many years. It should be borne in mind that any failure to meet pledges would push the budget back into deficit.

Major changes between the 2015 and 2016 budgets are as follows:

1. *Income – Dividends, Interest and Grants from restricted funds*

During 2015 further investment have been made into the financial markets and it is pleasing to report that dividend yields have been increasing. Based on the current capital in the markets the Diocese is budgeting for investment income of £1.641m, an increase in income of £234k.

2. *Income – Glebe & Housing*

It is also pleasing to note that increased efforts to rent out empty properties during vacancies are continuing to bear fruit, and rental income is already running ahead of budget in 2015. We are budgeting for a further increase in 2016.

3. *Income – Fees & local income*

Parish trust income is budgeted to increase by £65k. This increase is due to some legal work performed on the Parish trusts and applications to the Charity commission for a more flexible use of funds. The budgeted figure of £103k is on a par with the 2014 actual and 2015 forecast.

4. *Expenditure – Clergy stipends etc.*

Expenditure on Clergy stipends, grants and fees is budgeted to increase by £228k (3%). The parish clergy staffing figures show an overall decrease of 1.4 stipendiary posts and a proposed increase of 1.50% in the stipend rate (which would see the standard stipend increase from £25,210 to £25,590). The 2016 budget assumes an average clergy vacancy rate of 27, consistent with 2015. It also allows for increased HR support for clergy.

5. *Expenditure – Clergy pension contributions*

2016 is the final year of the current clergy pension triennium valuation cycle. The increase reflects the 1.5% increase in the national minimum stipend upon which the premium is based. The current premium rate is unchanged at 39.90% of the national minimum stipend. The next valuation of the clergy pension scheme is 31<sup>st</sup> December 2015 with any effects on premium to come into force in during 2017.

6. *Expenditure - Clergy and lay workers housing*

A review of the Diocesan housing stock has shown that a significant programme of investment is required over the next few years to ensure the estate is fit for purpose. Proper maintenance of housing is important to support the health and welfare of the clergy and lay workers whom we accommodate, to attract new incumbents and to preserve and enhance the value of our property assets. We are budgeting to spend an additional £1.447m in 2016 on repairs, maintenance and staff to manage the work. This additional expenditure will be funded from the Diocesan Pastoral Fund so as not to have an effect on the parish ministry costs. New accounting regulations in effect from 1<sup>st</sup> January 2015 mean that all properties will be subject to a rolling 5 year revaluation program and any uplift in property values will be reflected on the Diocesan balance sheet.

THE CHICHESTER DIOCESAN FUND AND BOARD OF FINANCE  
NOTES TO DRAFT BUDGET 2016 (continued)

7. *Expenditure – Training – ordination & other*

The £111k (8.4%) increase in costs mainly reflects further provision being made to support parishes in the housing costs of titled curates. In addition, a sinking fund provision of £25k has been made for a future Clergy Conference.

8. *Expenditure – Church insurance premium*

The budgeted figure of £1.094m shows a 4.9% increase against the 2015 Budget. The 2016 Budget figure is based on the actual renewal figure for 2015 with a 1.00% RPI increase to reflect increased building material prices and a £20 increase per policy to cover additional liability claims. However the largest element of the increase relates to the Government's budget where the IPT tax was increased from 6% to 9.5%. The final premium will not be agreed by EIG until December 2015.

9. *Expenditure – Parish support services*

Church House, Hove underwent a significant reorganisation program in 2014 and modest savings were achieved. Further reorganisation has taken place in 2015 and the Church house is continuing to look at working practices and creation of more efficient workflows.

The overall increase in parish support service costs is £374k (15.9%). However of this increase £232k relates to increased spend in Diocesan Board of Education, £222k of which will be funded from the Pastoral account as explained below. After taking account of that, overall parish support costs will increase by 6.4%:

- Diocesan Board of Education – As detailed above the running costs of the department are budgeted to increase by £232k to ensure that this department is adequately resourced to meet the changing legislative and operational requirements of schools and the department. Following the approval of the Diocesan Synod motion in May 2015 to fund this increased expenditure from the Pastoral account it is budgeted to drawdown £222k from the Pastoral account.  
This excludes the costs (and associated income) of the Diocese of Chichester Academies Trust as that organisation is a separate legal entity and registered Charity.
- Communications – the current part use of an outsourced communications service has been increased and additional provision made for more resources such as videos.
- Information Technology (IT) – this is budgeted to increase by £110k (117.6%). This is due to three elements/projects which will need to be managed in 2016. The management of the projects will require a project manager on a fixed term contract.
  - I. The current Diocesan website needs to be reviewed and updated to become the central hub of the Diocesan communications and easier to navigate.
  - II. The current Diocesan database requires updating and the existing database is now unsupported.
  - III. The current Diocesan IT architecture requires better management and review.
- A general staff pay rise of 1.50% has been budgeted, in line with the clergy stipend increase. In 2015 there was an independently led project to benchmark staff salaries; the budgeted 1.50% increase will not be awarded across the board but will be focused on staff members who are deemed to be underpaid compared to their peers, internally and externally.

10. *Exceptional items*

There is one item included here as being exceptional:

- 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.

### INFORMATION ABOUT DEPARTMENTS AND THEIR ACTIVITIES

#### Apostolic Life

This new department began in April 2015 and takes overall responsibility for the delivery of the diocesan strategy and in particular the Church Growth and Re-imagining Ministry threads. The focus is on growth in Christ: encouraging people to know, love and follow Jesus and to grow as disciples in worship and witness to the truth of the gospel.

#### *Ordained and Lay Ministry*

The team provides for and manages the training requirements of the diocese, including vocations work, training for the 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 Initial Ministerial Education Phase 2 – to University of Durham and QAA standards. Mandatory work covers selection procedures for ordination; IME Phase 1; IME Phase 2 and Assessment at the End of Curacy; Ministerial Development Review; and Reader training.

Our work in 2016 will focus on:

- Creating a vocations process that precedes discernment for ordained and licensed lay ministry and focuses on living out the Christian calling in the church and wider community
- Re-imagining lay ministry in the diocese as part of a holistic ministry strategy, discerning what kind of ministries are needed now and in the coming years in the diocese. In particular, this will involve re-imagining forms of licensed, authorised and commissioned lay ministry
- Piloting courses for laity on pastoral care
- Fostering young vocations to ordained ministry
- Ordination discernment process
- Candidates at Bishop's Advisory Panels and Candidates Panels
- Support and maintenance for those in IME Phase 1 training
- Title posts (including housing and funding) for curates
- IME Phase 2 training, support and formal assessment
- Initial and ongoing support for training incumbents
- Continuing Ministerial Development provision, including: transition courses, e.g. those in posts of first responsibility; clergy sabbaticals; individual grants; providing opportunities to foster theological learning and spiritual growth
- A new Ministerial Development Review (MDR) scheme
- Reader training
- Lay Ministers of Communion courses

#### *Adult Education*

The Bishop's Certificate is now ending and there is a need to re-look at this area of work.

Work in 2016 will focus on:

- Developing 'entry level' courses to equip Christians to be disciples and live out the apostolic life, drawing on good examples of this already happening in the diocese that could be shared or learnt from

- Further development and running of Engaging Christianity courses, delivered as a joint project with the University of Chichester

### *Children & Young People*

Key tasks to be continued/developed in 2016, in-house and in collaboration with the St Bartz Trust and others, include:

- Providing advice, support and consultancy for churches in children and youth work
- Developing May Camp in terms of: numbers and parishes attending; how it better engages with and reflects the breath of church traditions in the diocese; spiritual depth
- Setting up a Youth Council to give a voice to young Christians in the diocese
- Publishing an analysis of needs re. children's and family work
- Further development of this area of the website

### *Spirituality*

Key tasks for 2016 include:

- Providing a service to help people find spiritual directors
- Running a 'Beyond the Beginnings' course for those who have undertaken the basic spiritual direction training course
- Facilitating local networks to resource those involved in this ministry
- Developing a new parish resource on spirituality and mission

### *Parish Life*

It is hoped that in 2016 there will be a second half-time parish development officer for the west of the diocese and a new 0.4 appointment to assist with stewardship work.

Key tasks for 2016 include:

- Offering support for parishes as they engage with the diocesan strategy
- To re-structure the strategy resources section of the website to make it easier to navigate
- A continued focus on increasing parish giving, particularly via the Parish Giving Scheme (PGS)
- Providing preaching and teaching resources on all aspects of stewardship, which includes the volunteering of energy, time and talents as well as money.
- To undertake a review of clergy leadership training in other dioceses with a view to developing a programme suitable for the diocese

### *Common Good*

In 2016 this area of work will be undertaken by a voluntary committee, overseeing the following activities:

- Providing advice, liaison and support to parishes and other relevant organisations seeking to engage with relevant social issues; encouraging appropriate practical and theological responses to social policy locally and nationally, in conjunction with the staff of the Mission and Public Affairs Division of the Archbishops' Council;
- A resources officer will act 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.

### Diocesan Board of Education

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 Education Department. The DBE and the Education 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, 54 are voluntary aided and 97 are voluntary controlled. 5 are academies.

During 2015, alongside the agenda outlined in last year's report we have worked on

- a new strapline to summarise our work,
- a new framework for learning in our schools
- Identifying priorities for the period 2016-2018.

The new strapline is:

"Learning with meaning and purpose: to know God and shape the world"

The four cardinal points of our learning framework are

- Narrative-telling the Christian story well and making it the narrative that we live into in our schools
- Enquiry-encouraging a spirit of enquiry and exploring the big questions of life
- Creativity-helping our pupils and staff to be co-creators with God and using all the senses to experience fullness of life and worship of the Creator
- Incarnation and application of a Christian worldview in teaching and learning methods, curriculum content, the formation of character and the hospitality of our schools towards all those of Faith and those who have none

By working to this paradigm we are confident that our schools will begin to make their contribution to the Diocesan strategic aims of

- Growth in numbers and spiritual depth
- Re-imagining ministry
- Contributing to the common good

During 2015 we used an increase in budget to extend our service in a way that has begun the repositioning of our Diocese as a key player in the regional system of Education. We have retained a relationship with all our schools and a record number are contributing to the Service Level Agreement but with increased expectations of what we need to do for them. The 12 schools that have not paid are doing "pay as you go". With the pressure on school

budgets which effectively means they have been reduced by 10%, we shall have to be very careful about future increases in the SLA rate.

In April 2015 the Diocesan Synod voted the DBE a grant of about £1million from the Pastoral Fund to continue to shape the Education Service in a way that makes it fit to do the job from 2018 onwards. We are planning to use the money across 2016/17 to address the following key priorities as well as to gain greater clarity on what the real ongoing and future costs of the Service to the Diocese are likely to be.

2016/17 priorities are:

- The formation of closer relationships with all our schools through a team of Diocesan Improvement Partners, each with a portfolio of schools whose needs they get to know well
- School improvement in all our schools' performance but with a focus on about 40 of the 158 that are a real cause for concern
- The development of a more sophisticated business model to underpin our support for schools
- Clarification of DBE assets and potential assets with a view to creating more income from them and possibly moving towards an incorporated DBE
- Investment in resourcing the teaching of Christianity in our schools and helping them to become good church schools on the model outlined above
- Improvement of our web based communications
- Further development of the Multi Academy Trust to a point that it becomes financially self-sustaining ( 3000+ pupils in schools in the Trust)
- The recruitment of sufficient capable Christian leaders for our schools
- The recruitment of sufficient and more highly skilled governors for our schools
- The maintenance of dynamic links between schools and their wider parish

As we go forward it is crucial to the future of the Church locally and nationally that parishes and deaneries own the importance of our Church Schools but more significantly to the extension of the Kingdom of God. That is why the increased budgetary investment by parishes and the wider Diocese makes sense.

The Education team is mindful every day of Jesus' words in Matthew 19:14

"Let the children come to me. Don't stop them..."

It is the prayers and the financial support from the parishes that is helping us to fulfil the Jesus mandate for 37,000 children in our Diocese.

### 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 and Activities in 2016:

- Continuing to expand the training programme, working with the Diocesan volunteer safeguarding training team to deliver Foundation safeguarding training across the Diocese, with other modules (Safer Churches, Domestic Abuse, Working with those Presenting a Risk in Churches, Safeguarding Adults at Risk, etc.) being delivered by safeguarding staff.
- Implementing and administering a programme of safeguarding quality-assurance at parish and diocesan level, to continue to improve the safeguarding provision and standards of the Diocese.
- Maintaining high standards of safeguarding casework across the Diocese.
- Developing the network of Parish Safeguarding Officers, including putting on specific and specialised training events
- Developing the existing working relationships with the statutory safeguarding authorities in Sussex through the implementation of information-sharing agreements.

### Property

The role of the property department is to manage, maintain and develop the property assets of the Diocese in order to promote the mission of the Church. It provides a management service for all those houses (currently 365) maintained by the Diocese.

#### In 2016 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, tender and let the 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");
- Repair and preparation of vacant houses so properties are ready for clergy joining or moving within the Diocese ("Ingoings" - about 30);
- Replacement of life expired components ("Improvements") such as windows, kitchens, bathrooms etc. to maintain a satisfactory standard of accommodation (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;

- Repair, maintenance and preparation of property that is let via the private rental market.

Our aims for 2016 include:

- Continuing with the Propman 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;
- Completing the asset surveys off all parsonage houses and implementation of 30 year maintenance plans for all properties.;
- Taking positive steps to avoid property being empty by letting the house when it is vacated providing much needed extra income;
- Replacing parsonages on the unsuitable list;
- Preparing for sale or renting out of property declared surplus to the requirement for mission (to be identified).

There has been a need to make additional funds available from the Pastoral Account to tackle the maintenance backlog in relation of Parsonage houses. Some of these funds have been put towards property assets surveys so we can accurately map the backlog and produce a planned maintenance schedule.

The property budget for 2016 was produced following the first round of surveys. In order to tailor this budget to suit available funds it has been necessary to omit the following items from the planned maintenance programme:

- Replacement and repair of boundary walls, fences, etc
- Replacement and repair of driveways and paths
- Replacement, repair and refurbishment of garages and outbuildings
- Planned replacement of Central Heating Distribution pipework

The above items will need to be dealt with on a reactive basis as and when they come up using the interim repairs budget.

The methodology behind this is that the DBF should be undertaking all repairs that affect a clergyperson's enjoyment of the house and ensure that it offers a comfortable environment (roofs, windows, kitchens, etc); the items in the above list are secondary to this.

### 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 enabling the DAC to discharge its functions properly and effectively are required to be met by the diocesan board of finance".

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 role of the 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 planned for 2015 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;
- Visiting churches and attending 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;
- Arranging site visits by DAC members to help parishes identify ways in which their church can become more relevant to the community;
- Guiding & advising the chairman and members of the DAC concerning measures etc. relating to their responsibilities;
- Liaising with the diocesan Registrar, archdeacons, solicitors, parishes and other outside bodies with an interest in church buildings and their environs;
- Exploring the transfer of paper procedures to digital processes. This includes the dissemination of relevant DAC Agendas and Minutes to all members; introducing more modern digital processes for sending out architectural drawings; scanning and digitising our DAC archives.
- Exploring the use of the national online Faculty system from the CBC.
- Attending all training and conferences through the CBC, the Chancellor, and the Registrar, including the updated Faculty Jurisdiction Rules 2015 (revised legislation).

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, the DAC cover advising on the necessary church maintenance, improving the facilities, or adapting the church to make it more relevant to modern needs, both liturgically and within the wider parish. It is therefore not possible to give a precise target of applications to be completed during the year.

### Pastoral Committee (including Closed Churches)

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 to be 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'.

All other pastoral work is considered by the Archdeaconry Pastoral Subcommittees. They consider proposals for pastoral reorganisation – whether it be boundary alterations, group or team ministries, buildings opening or closing, suspensions of presentation, vacancies or fresh expressions of Church – within the archdeaconries. 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.

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.

General Office: Finance, Governance & Administration (including Communications, HR & IT)

The Department budget consists of the five separate departments and covers various legal and statutory requirements.

### *Finance*

The Finance Department provides financial support services to the Diocese and to deaneries and parishes. At the core of this 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 paying the monthly payrolls for clergy and lay staff. The department provides advice and support for PCC treasurers including training sessions which in 2015 attracted over 400 delegates from parishes. The department also administers parish trust accounts valued at £15 million and prepares parish and deanery statistics based upon the parishes' financial and mission submissions. Included in the budget are the staffing costs and the costs for the statutory audit of the diocesan financial statements, the internal audit function and the provision for the depreciation charge on diocesan assets.

Our aims for 2016 include:

- Ensuring that the accounting and treasury functions of the Diocese are run in accordance with agreed financial procedures;
- Ensuring that budget holders have the appropriate financial information to ensure that budgets are adhered to and management decisions are made in a timely way;
- Assisting the archdeacons and deanery treasurers by providing management information on the collection of Parish Contribution.

### *The Diocesan Secretary, Governance & Administration*

The Diocesan Secretary is secretary to the Board of Finance, the Bishop's Council, and the Board of Patronage and a member of the 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.

Priorities for 2016 include:

- Transitioning to new committee structures;
- Working to ensure that the Diocesan Strategy is properly resourced;

- Implementing new data management protocols and financial controls;
- Improving guidance for clergy and parishes;
- Supporting the other departments in the fulfilment of their objectives.

### *Communications*

The Communications Department is the first point of contact for media relations for the Diocese. The Communications Officer reports to the Diocesan Secretary and will be supported in 2016 by increased consultancy provision.

Speaking to stakeholders helps to build new relationships within the church and its congregations and managing the message of the church plays an important role in bringing 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 the Diocese.

A key responsibility is the development and review of the communications strategy in liaison with the Diocesan Secretary, together with the managers in Church House, Hove. This will develop relationships and foster greater understanding of cross- departmental communication issues. Together this will support the Bishop and senior staff and the work of Church House in prioritising key messages that relate to the vision of the Diocese and underpins all that is communicated to support parishes in their mission.

The diocesan vision strategy remains the priority and as we move into 2016 we need to support and encourage each parish to develop and communicate their 'one big thing.' This endeavour is imperative and will need total cross-departmental cooperation at Church House and the senior team. Clear and timely communication with all our stakeholders including committees, boards and councils is vital.

Key activities for 2016 include:

- Engaging our communities - generating copy for a weekly news page from a broad range of possible contributors
- Developing our Digital profile - use of digital media to support campaigns linked to Christian themes and diocesan activity
- Supporting key priorities

### *Human Resources*

HR support for clergy as well as lay staff has now been outsourced to a professional provider. This gives us access to wider range of specialist expertise than we could support internally. Additional support services for clergy are still provided internally, in conjunction with the Registrar where required.

### *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, which will need significant investment in 2016, together with management of the IT infrastructure;
- First point of call for all minor IT issues for Church House and remote offices;
- All telephone systems management, both landlines and mobiles.

Help for local churches:

Our Diocesan Strategy expresses the hope that, by 2020, every Benefice will be financially self-supporting, through a combination of encouraging generosity, grouping into financially sustainable units and, in areas of deprivation, the provision of direct grant help from historic resources.

The *Parish Giving Scheme* (now a national charity) has proved extremely useful for handling local church income from regular givers. The latest information about the scheme is always to be found at [www.chichester.anglican.org/pgs](http://www.chichester.anglican.org/pgs)

Other online resources:

[www.chichester.anglican.org/strategy](http://www.chichester.anglican.org/strategy)

- The 'home page' for our Diocesan Strategy

[www.chichester.anglican.org/money](http://www.chichester.anglican.org/money)

- a good starting point for money matters

[www.parishresources.org.uk](http://www.parishresources.org.uk)

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

[www.churchlegacy.org.uk](http://www.churchlegacy.org.uk)

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

Please contact Church House if you would like supplies of materials to support any of the above. Just call 01273 421021 and ask for the Strategy adviser.