

## Central Services Plan - Revision for 2015

**“The life of the diocese exists in the mission communities and any structural provision should be developed only in ways which assist the common life of God’s holy people in each mission community.” (‘Towards a Mission Action Plan for the Diocese of Exeter’, 13 October 2012)**

‘Towards a Mission Action Plan’ emphasizes that the infrastructure of the Diocese of Exeter is never to be an end in itself. Rather, resources need to be directed as completely as possible to the primary points of contact between the Church and the World, which in most cases means to the mission communities worshipping, serving and witnessing throughout Devon. It also points out that for a Diocese to function effectively as a Diocese (i.e. a single relational unit, not an association of independent units or a remote institution based somewhere in Exeter), it needs to exhibit both ‘solidarity’ and ‘subsidiarity’, so that it is the most important work which is done, delivered in the most efficient and effective way and place possible, and with a tangible recognition that we are all part of one family. Sometimes, as ‘Towards a Mission Action Plan’ states, the best place possible for some areas of work is within the Central Services:

“The role of the Diocesan central departments and Bishop’s staff is to support the mission of the Church in mission communities and parishes. At the same time, the principle of subsidiarity points to where there is a range of statutory, planning, training and ecclesiastical functions that have to be conducted at Deanery, Archdeaconry and Diocesan or even National levels, as being the most appropriate, economical or required by law.”

‘Towards a Mission Action Plan’ identifies 7 priorities in the life of mission communities to carry forward God’s mission in and through the Church, as follows (and not in any order of importance):

1. EVANGELISM - Draw people of all ages and from all walks of life into fellowship in Christ
2. DISCIPLESHIP - Develop and deepen discipleship.
3. VOCATIONS - Encourage, discern and nurture vocations.
4. MINISTRY AND LEADERSHIP - Develop leaders and leadership skills in a wide range of roles and establish effective Ministry Teams
5. THE LOCAL COMMUNITY - Work within the wider local community
6. STEWARDSHIP OF FINANCE & BUILDINGS - Sustain and grow the resources needed for mission and ministry
7. STRUCTURE - Create an effective Mission Community for each local community in the Diocese

Each priority is accompanied by an explanation and also a brief indication of what the role of the Central Services should be in supporting delivery in the mission communities.

The purpose of the Central Services Plan is to set out how two broad areas of work are to be carried out. Firstly the support of identified priorities in mission communities and, secondly, the other essential tasks that either have to be carried out, or are best carried out, on behalf of the whole Diocese, all within the budget as agreed by Diocesan Synod on an annual basis. In practice there will be points at which the two general areas of work will intersect but for the purposes of this plan, they are listed separately so that a clear understanding of what is discretionary and what is statutory is maintained. <sup>1</sup>

All that follows in this paper also needs to be viewed in the light of strategic and risk considerations which are reviewed at the conclusion of this document.

## **Actions to support the delivery of the 7 Priorities in mission communities**

Although 'Towards a Mission Action Plan' gives an indication of what support will need to be provided to mission communities for the delivery of the Priorities, it does not do so in sufficient detail to allow for the allocation of resources. The identification of the necessary actions on the part of the Central Services is a function of this plan. Not only does it need to be clear which Priority is being supported by each action, there also needs to be a measurable target to act as an indicator for the effective delivery of the action, a timescale for its delivery, a clear attribution of accountability at a personal and a departmental level and ultimately an assessment of the projected cost, although resources to carry out this financial analysis are not available at this time. In a context of strongly constrained finances it follows that unless an action is included in this list, or is a statutory function specified below, it will not be resourced<sup>2</sup>.

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<sup>1</sup> It should be noted that the reason why the Bishops and their personal staff are not costed within actions to support mission communities and the delivery of statutory priorities is that they are not funded from within the Diocese.

<sup>2</sup> On occasion, urgent issues arise in-year and there is pressure to respond to them in spite of them not being included in the Central Services Plan or having been budgeted for. In such circumstances and with the agreement of the President of the Diocesan Synod, permission should be sought from BDC to make adjustments in delivery planning. The expectation is that in order to accommodate new work in this way other existing and clearly identified work will be stopped or scaled back in order that the effect should not be to increase overall expenditure.

|   | Priorities met              | Action   | Benchmark (ie what has already been achieved)  | Target  | Time by   | Staff and Officers   | Lead Responsibility                  |
|---|-----------------------------|--|--|---|---|--|--------------------------------------|
| 1 | Evangelism and Discipleship | <p>Support and resource local initiatives to increase the level of attendance in parishes and mission communities</p> <p><b>Action and targets for 2015 await appointment of Director of Mission and Ministry</b></p>  | 25 training events supporting local initiatives to reach unchurched people with the Gospel (2013). | <p>30 training events supporting local initiatives to reached unchurched people with the Gospel (20% increase on 2013)</p> <p>Offer training and support in each archdeaconry better to equip churches to grow.</p>   | 31.12.14  | Bishops and Director of Mission and Ministry   | The Director of Mission and Ministry |
| 2 | Evangelism and Discipleship | <p>Encourage the development of work with children by</p> <ul style="list-style-type: none"> <li>supporting the ongoing work with Children and Young people through the Bishop's Strategy Group for Children and Young People and report developments to BDC when required.</li> </ul> |  | <p>Respond to requests for specific support and training within 2 weeks of enquiry and arranged appropriate practical response within 2 months</p> <p>Introduce children's workers to one another within archdeaconry groups and support local based gatherings as deemed locally appropriate. Facilitate a central gathering of children's workers annually.</p> | <p>Strategy group to report to BDC by July 2015</p> <p>Other targets 31.12.15</p> | Director of Mission and Ministry and the Diocesan Children's Work Advisor, operating out of the context of the Bishop's Strategy Group for Children and Young People | The Director of Mission and Ministry |

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|   |                             | <ul style="list-style-type: none"> <li>• facilitating networking between those involved in leading children's ministry both locally and across the Diocese.</li> <li>• providing practical and relational support and training to those who are leading Children's ministry in Mission communities</li> </ul>    |   |  |          |   |                           |
| 3 | Evangelism and Discipleship | <p>Encourage the development of work with children through all schools by</p> <ul style="list-style-type: none"> <li>• liaising across the central teams to gather and share the current situation in school and parish/MC links with this work and to prioritise efficient use of available resource</li> </ul> | <p>All annual formal meetings with church school leaders include the MAP development / review on agenda with identified local outcomes for the school to encourage / develop</p> <p>Training for Foundation Governors includes the critical role of school/parish links in the MAP for church and community schools</p> | <p>All annual formal meetings with church school leaders to continue to include the MAP development/review on agenda with identified local outcomes for the school to encourage / develop</p> <p>Training for Foundation Governors to continue to include the critical role of school/parish links in the MAP for church and community schools</p> | 31.12.15 | Director of Education and Education Officers, operating out of the context of the Board of Education and the Bishop's Strategy Group for Children and Young People. | The Director of Education |

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|   |  | <ul style="list-style-type: none"> <li>• supporting and facilitating the dissemination of good practice within school-parish/MC links via the MAP using DBE and Mission resources in a co-ordinated way</li> </ul>  |   |  |   |   |   |
| 4 | Evangelism and Discipleship (also Ministry and Leadership and the Local Community) | <p>Encourage the development of work with young people by</p> <ul style="list-style-type: none"> <li>• supporting the ongoing work with Children and Young people through the Bishop's Strategy Group for Children and Young People and report developments to BDC when required.</li> <li>• Brokering strategic partnerships between secondary schools and MCs</li> <li>• Developing relationships with</li> </ul> | <p>Pilot project for the development of significant partnerships between secondary school communities and mission communities</p> <p>Existing diocesan relationships with, and engagement with the work of, SWYM, Urban Saints, Scripture Union, Devon Connect and others partnering locally with youth work initiatives.</p> | <p>Continued development (in scope and quantity) of significant partnerships between secondary school communities and MCs</p> <p>Development of leadership and ecumenical partnership opportunities, particularly in respect of 4 planned events (The Net, FNX, Soul Exeter and United Generation) throughout the Diocese</p> <p>Development of a Devon-wide youth workers symposium</p> | <p>Strategy group to report to BDC by July 2015</p> <p>Other targets 31.12.15</p> | <p>Director of Mission and Ministry and Diocesan Youth Work Advisor operating out of the context of the Bishop's Strategy Group for Children and Young People</p> | <p>The Director of Mission and Ministry</p> |

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|   |                             | people (voluntary and salaried) who work with 11-18 yr olds throughout the diocese to offer training, resourcing and enabling  |   |  |          |  |                           |
| 5 | Evangelism and Discipleship | <p>Encourage the development of work with young people through all schools by</p> <ul style="list-style-type: none"> <li>• liaising across the central teams to gather and share the current situation in school and parish/MC links with this work and to prioritise efficient use of available resource</li> <li>• supporting and facilitating the dissemination of good practice within school-parish/MC links via the MAP using DBE and Mission resources in a co-ordinated way</li> </ul> | <p>All annual formal meetings with church school leaders include the MAP development/review on agenda with identified local outcomes for the school to encourage/develop</p> <p>Training for Foundation Governors includes the critical role of school/parish links in the MAP for church and community schools</p> | <p>All annual formal meetings with church school leaders to continue to include the MAP development/review on agenda with identified local outcomes for the school to encourage/develop</p> <p>Training for Foundation Governors to continue to include the critical role of school/parish links in the MAP for church and community schools</p> | 31.12.15 | Director of Education and Education Officers operating out of the context of the Board of Education and the Bishop's Strategy Group for Children and Young People. | The Director of Education |

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| 6 | Discipleship | <p>Create and develop pathways into deeper discipleship and sacramental membership of the church, for all those reached through fresh missional initiatives.</p> <p><b>Action and targets for 2015 await appointment of Director of Mission and Ministry</b></p> | <p>Supporting parishes and mission communities to take steps to disciple new members across among adults and children under 11 = 100+ supported in a variety of different ways (2013)</p> | <p>Launch new pathways in a minimum of 30 new locations by identifying and making available suitable courses for nurturing and growing new disciples</p>   | 31.12.14 | The Director of Mission and Ministry        | The Director of Mission and Ministry |
| 7 | Discipleship | <p>Support parishes and mission communities to deliver a discipleship course, in particular <i>Exploring Christianity</i>, in a form that meets local needs.</p> <p><b>Action and targets for 2015 await appointment of Director of Mission and Ministry</b></p> | <p>Providing support for parishes and mission communities to run an Exploring Christianity course:</p> <p>Number of participants = 500 (2013)</p>   | <p>All parishes and mission communities to be informed about and invited to run an Exploring Christianity course (or to be invited to run a similar course to deepen discipleship and formation for adults if that seems appropriate for them)</p> <p>The number of parishes and mission communities that report taking this up = at least one per deanery</p> | 31.12.14 | The Director of Mission and Ministry, SWMTC | The Director of Mission and Ministry |

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| 8 | Discipleship | <p>Forge meaningful and mutually beneficial links with parishes in our companion dioceses, entirely resourced by volunteers and by stakeholder parishes</p> <p><b>Action and targets for 2015 await appointment of Director of Mission and Ministry</b></p> | <p>Number of parishes and mission communities with links to parishes in the Diocese of Thika = 18 (2013)</p>   | <p>Number of parishes and mission communities with links to parishes in the Diocese of Thika = 20</p>   | 31.12.14 | The Director of Mission and Ministry, Companion Links Team  | The Director of Mission and Ministry |
| 9 | Vocations    | <p>Promote vocations – calling, discerning, licensing – and support parishes and mission communities to do the same</p>   | <p>Bishop’s Advisory Panel recommendations (to Sept 2014) = 12</p> <p>Number of ordinations in 2014 = 19.</p> <p>Number of new Readers beginning training in 2014 = 12</p> <p>Young Vocations Strategy in process and planning underway for an inaugural event</p> | <p>Bishop’s Advisory Panel recommendations = 15</p> <p>Number of ordinations = 18<br/>Within this overall figure the aim is for 8 stipendiary candidates to be recommended and 10 self-supporting candidates to be recommended.</p> <p>Number of new Readers beginning training in 2015 = 12</p> <p>Consolidate the emerging Young Vocations Strategy, deliver the planned inaugural event and develop actions arising.</p> | 01.09.15 | Bishop of Exeter, the Director of Mission and Ministry, the Vocations Officer, the Diocesan Director of Ordinands and Warden of Readers | The Bishop of Exeter.                |



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| 10 | Ministry and Leadership | Provide information and opportunities to develop a wide range of leadership skills for lay people (in partnership with clergy) in mission communities and parishes  | Leadership training in Mission Communities for lay and ordained by Mission Community Development Team in process, using the CPAS 'Servants and Stewards' format | Complete the roll out and the provision of information and opportunities to all mission communities   | 31.12.15                 | The Director of Mission and Ministry, Mission Community Development Officer and Archdeacons. | The Mission Community Development Officer |
| 11 | Ministry and Leadership | Run an in-service training programme for Readers in their early years   | Programme developed and delivery arrangements agreed  | Programme to be fully operational with an offer to participate made to all qualifying Readers<br><br>Future entrants to be made aware of the expectation of participation in the programme. | 31.12.15                 | Warden of Readers, the Director of Mission and Ministry and external training partners       | Warden of Readers                         |
| 12 | Ministry and Leadership | Pastoral care and counselling to support ordained ministers and staff in central services, thereby reducing instances of breakdown and enhancing the sustainability of the delivery of priorities.<br><br><b>Action and targets for 2015 await appointment of</b> | Service provided to the fullest extent of the existing resources<br><br>Review of service commenced   | Continue support for an Adviser, administrator, service base and ancillary work within the budget<br><br>Complete the review of service   | 31.12.14<br><br>30.06.14 | The Director of Mission and Ministry, Pastoral Care and Counselling Service                  | The Director of Mission and Ministry      |

|    |                         | <b>Director of Mission and Ministry</b>  |   |  |                          |  |   |
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| 13 | Ministry and Leadership | Enable mission communities to develop and grow together in locally appropriate ways through the provision of relevant advice and support                               | The archdeacons in their regular contacts with MCs commend the use of diocesan officers for development of key areas of local ministry. Advisors for MCs in process of appointment                                      | All MCs to have been offered the opportunity of an initial conversation with a primary aim of getting those which are currently 'commended' to 'celebrated' status.<br><br>Refreshing 'Moving On in Mission and Ministry' at a strategic level | 31.12.15<br><br>31.12.15 | The Director of Mission and Ministry, Mission Community Development Officer and Archdeacons.               | The Mission Community Development Officer |
| 14 | Ministry and Leadership | Support parishes and mission communities to establish and subsequently develop an effective ministry team.   | Criteria established for an effective ministry team (and a route to get there for all MCs)  | Support at least 50% of mission communities to develop an effective ministry team  | 31.12.15                 | Director of Mission and Ministry, the Mission Community Development Officer and Ministry Development Teams | The Mission Community Development Officer |
| 15 | Ministry and Leadership | Encourage the diocesan 'family' to grow together and support each other by sharing good news stories, gaining understanding for a common vision, life and mission, and | Successful development of new format diocesan magazine<br><br>The Diocese has 1220 followers on Twitter and 124 likes on Facebook (both October 2014).<br><br>We have achieved far more than 50 news stories this year, | Review impact of new magazine and increase its engagement in parishes across the Diocese<br><br>Increase engagement with new media by 10 per cent increase in social media following<br><br>Achieve at least 50 news stories in                | 30.06.15<br><br>31.12.15 | Director of Communication and Communication staff  | The Director of Communication             |

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|    |                         | linking that diocesan vision, life and mission to the vision, life and mission of each mission community                                      | responding to more than 100 separate media requests for information and interviews.   | print and broadcasting media<br><br>Implement the Communications Plan for Mission Community Development   | 31.12.15<br><br>31.12.15                        |   |                                 |
| 16 | Ministry and Leadership | Deliver safeguarding training, advice to parishes, formal risk assessment and case management and crisis support to mission community leaders | <p>Diocesan safeguarding policy approved and disseminated to parishes</p> <p>Safeguarding questionnaire completed via visitations and results analysed</p> <p>External safeguarding file review undertaken with actions arising carried out</p> <p>Deceased clergy file review in process and authorised listeners identified</p> | <p>Implementation of the new diocesan safeguarding policy and new national best practice guidance.</p> <p>Implementation of new national QA guidance</p> <p>Completion of the deceased clergy file review and related follow up work. Authorised listeners to be trained and operational with appropriate sign-posting arrangements</p> | <p>31.12.15</p> <p>31.12.15</p> <p>31.12.15</p> | The Director of Human Resources, Diocesan Safeguarding Adviser and Assistant Safeguarding Adviser | The Director of Human Resources |
|    |                         |   | Safeguarding training for new licensed and beneficed clergy is up to date   | Delivery of full programme of periodic refresher training for clergy and Readers  | 31.12.15  |   |                                 |

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| 17 | Ministry and Leadership | Enable access for parishes and mission communities to the Disclosure and Barring Service   | Diocesan e-bulk application system in place and open for parish registration  | Successful operation of the new electronic DBS system   | 31.12.15 | Assistant Diocesan Secretary and DBS Co-ordinator                                  | Assistant Diocesan Secretary     |
| 18 | Ministry and Leadership | Support and resource clergy sabbaticals  | A diocesan policy and funding is in place   | Up to 10 clergy pa receiving up to £500 in support of their sabbatical proposal   | 31.12.15 | Director of Mission and Ministry   | Director of Mission and Ministry |
| 19 | The Local Community     | Support parishes and mission communities to develop and sustain mutually beneficial relationships with their local schools, teaching schools, colleges and Higher Education Institutions | <p>Governor training carried out across the diocese throughout the year. Uptake has been such that all sessions have been filled to capacity.</p> <p>Annual conversations with schools now include invitation for incumbent to attend. All schools have this annual meeting.</p> <p>Diocesan Education Officers have worked with Archdeacons, Rural Deans and Incumbents over a wide range of issues, both proactive and reactive situations: school leadership, leadership appointments, school/parish relationships, brokering temporary or more permanent school organisational links, Foundation governor selection and induction</p> | <p>Training and follow up work with Foundation Governors and clergy to emphasise the children and young people links with all places of learning. Diocesan Education Officers to use their existing and evolving parish/MC links similarly.</p> <p>Induction programme and CPD for clergy to have a more defined input and engagement from DBE staff.</p> | 31.12.15 | Archdeacons and the Director of Education and The Director of Mission and Ministry | The Director of Education        |

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| 20 | The Local Community                             | Implement the 2013-2018 Schools Strategy  | Implementation of actions commenced  | Continued implementation of identified actions<br><br>On-going review of identified actions in the light of contextual developments. For information see the Schools Strategy at:<br><br><a href="http://www.exeter.anglican.org/schools/diocesan-strategy/">http://www.exeter.anglican.org/schools/diocesan-strategy/</a> | 31.12.15                 | Director of Education  | The Director of Education |
| 21 | The Local Community                             | Plan for new church schools in new housing developments, incorporating a centre of worship.                         | Preparatory work underway in locations including Derriford (Plymouth) and Newcourt (Exeter)                  | Delivery of one new school per academic year.  | 31.12.16                 | Director of Education and officers, Director of Property and officers, Assistant Diocesan Secretary, Archdeacons | The Director of Education |
| 22 | The Local Community and Ministry and Leadership | Develop an overview of strategically significant new housing areas and develop bespoke plans for engagement in each | Historic track record in a limited number of contexts, increasingly moving from planning into delivery phase | Set up a new housing areas working group<br><br>Carry out a baseline review of all qualifying proposed areas of development  | 31.03.15<br><br>31.12.15 | Assistant Diocesan Secretary, Archdeacons, New Housing Areas Working Group                                       | The Archdeacon of Exeter  |

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| 23 | The Local Community | Develop work on campaigns, projects, lifestyle and worship by promoting and serving the common good, as part of social action and justice programme. | <p>Developed a Dementia email network and published resources for churches. Began work with Dementia Champions</p> <p>Piloted a 'Dementia and the Church' workshop with ecumenical involvement</p> <p>4 Dementia Champions in the Diocese currently</p> <p>Foodbanks – developed email network across Devon, Plymouth and Torbay and facilitated their development in All party Parliamentary Food Poverty Inquiry</p> <p>Credit unions – one introductory session to credit unions, 3 new service points in 2014 as a result of diocesan awareness-raising</p> <p>Living Wage proposed by Plymouth Deanery and accepted by Diocesan Synod</p> | <p>Develop a steering group for dementia work across the diocese and with outside partners</p> <p>Offer a series of training events around the county on Dementia and the local Church</p> <p>Encourage more to take part in Dementia Champions training</p> <p>Offer resources and if appropriate a training event around Food issues, including food poverty and building on 'Feeding Britain Report'</p> <p>Develop awareness of credit union mode of practice to enable and promote church involvement in governance – offering a ½ day training from experienced person</p> <p>Follow model of Archbishop's new website and develop awareness of debt issues and money management including credit unions, CAP centres and Community Advice Centres and including Living</p> | 31.12.15 | The Director of Church and Society, Diocesan Social Responsibility Officer | The Director of Church and Society |
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|    |                     |  | New areas of work  | <p>Wage</p> <p>Develop awareness of Living Wage in MCs and links with food poverty and debt crisis</p> <p>Joint Venture Company to pursue work of Plymouth Fairness Commission</p> <p>Explore potential for a new rural support team</p> <p>Promote new worship resources relating to social justice</p> <p>Support new Archdeacon of Totnes and local clergy to develop ecumenical information sharing in respect of participation in Torbay Loneliness work</p> <p>Delivery of a pilot Mental Health conference</p> |          |   |                      |
| 24 | The Local Community | Support parishes and mission communities, (through their MAPs) to identify locally appropriate opportunities for ecumenical co-operation and, where helpful, enable them | The archdeaconry ecumenical officer for Exeter has begun work. | A trained and resourced ecumenical officer available in each archdeaconry.  | 31.12.15 | Director of Mission and Ministry, Archdeacons, Ecumenism Team | Archdeacon of Exeter |

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|    |  | to come to fruition.  |   |   |          |   |                                    |
| 25 | Stewardship of Finance and Buildings (and The Local Community) | Encourage action by parishes and mission communities to implement the 'Shrinking the Footprint' strategy in ways that are owned by the local community. | <p>Fairtrade registered churches in the Diocese = approx 109. Survey in 2014 revealed key obstacles to many registering was relying on refreshment volunteers.</p> <p>More churches carrying out energy studies or projects</p> <p>Churches / individuals engaging with the Lenten carbon fast in 2015</p> <p>Promotion and extension of renewable energy technologies</p> <p>Addressing environmental impact of food</p> | <p>Action towards reduction of carbon emissions of 20% by 2020 (from an appropriate, agreed base date), including:</p> <ul style="list-style-type: none"> <li>the promotion of a second Carbon Fast during Lent 2015 (1,000 participants)</li> <li>Target churches with largest participation numbers who are not registered as Fairtrade and invite them to join in. Develop resources to help churches motivate refreshments volunteers to consider Fairtrade</li> <li>Promote Fair and Local Devon Cream Tea during Fairtrade Fortnight to help people explore trade and food issues as part of sustainability work</li> <li>20 churches reducing their carbon footprints</li> </ul> | 31.12.15 | The Director of Church and Society and the Shrinking the Footprint team | The Director of Church and Society |
| 26 | Stewardship of Finance and Buildings                           | Provide advice to parishes and support the extended use of  | Advice on extending the use of church buildings has been provided via the diocesan website and, where specific proposals are  | Promote extended uses and the 'Open and Sustainable Churches' initiative  | 31.12.15 | Archdeacons, Members of the Diocesan Advisory                           | The Director of Property           |



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|    | (and The Local Community)            | church buildings  | being developed, through site meetings and officer support.   |   |  | Committee for the Care of Churches  |                          |
| 27 | Stewardship of Finance and Buildings | Support parishes and mission communities to identify (through their MAPs) church buildings that are not required for regular worship, and help them to implement a cost effective/creative solution as desired locally. | Support provided to individual parish and mission communities as local proposals are brought forward.   | Agree and commence implementation of a strategy to assist and encourage Mission Communities to engage in strategically reviewing their church buildings<br><br>Apply for external funding to support possible community-based, sustainable solutions.                       | 31.12.15                                 | Members of the Church Buildings Strategy Committee and the Strategic Development Funding Task Group | The Director of Property |
| 28 | Stewardship of Finance and Buildings | Support parishes and mission communities to enable them to meet their Common Fund assessment in full.   | 2014 collection rate (to end of February 2015) = 94.03%<br><br>Of the 51 parishes with the biggest shortfalls at the end of 2012, 16 (31%) had been removed from the list by the end of 2013.<br><br>5 Mission Resources Support Plans are currently in place and functioning and discussions are on-going with a further 3 parishes. | At least 93.75% [per agreed budget] collection rate to be achieved across the Diocese.<br><br>30 of the parishes with the biggest shortfalls to be identified for action; and move 50% of those out of that list<br><br>Initiation of 6 new Mission Resources Support Plans | 31.12.15<br><br>31.12.15<br><br>31.12.15 | Mission Resources Advisor, Archdeacons, Director of Finance   | The Director of Finance  |
| 29 | Stewardship of Finance and           | Roll out the 'Parish Giving Scheme' for parishes and mission  | 20 parishes registered by the end of 2014   | 100 parishes to be registered<br><br>Development of a toolkit for   | 30.12.15                                 | Mission Resources Advisor and   | The Director of Finance  |

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|    | Buildings                            | communities that wish to participate  |   | evaluating and tracking the financial benefits to parishes of participating in the scheme.  |                          | Director of Finance  |                         |
| 30 | Stewardship of Finance and Buildings | Consider and assess the options available for an alternative approach to financing the common life of the Diocese, and consult parishes and mission communities on any proposals arising. | No benchmark available as progress was constrained in 2014 due to lack of capacity.                             | Internal review to be carried out   | 30.07.15 to BDC          | Director of Finance, Chair of the DBF, Finance Team, Diocesan Secretary, Mission Resources Adviser     | The Director of Finance |
| 31 | Structure and Mission Strategy       | Enable and support the formation of effective Mission Communities   | Annual recording the number of commended, celebrated and formalised mission communities as reported to the DMPC | Commend, celebrate and formalise MCs as locally appropriate by working with Rural and Area Deans, Deanery Pastoral Committees, AMPCs.<br><br>Assist mission communities that wish to re-visit arrangements in order to secure a better and more sustainable pattern of working. | 31.12.15<br><br>31.12.15 | Archdeacons, the Mission Community Development Officer and the Diocesan Mission and Pastoral Secretary | Archdeacons             |

### Statutory tasks to be carried out centrally

There is a very large number of pieces of church and secular legislation that place unavoidable requirements on a range of corporate identities that are part of what is typically thought of as 'the Diocese', including the Diocesan Bishop, the Diocesan Board of Finance, the Diocesan Board of Education and Parochial Church Councils. The following table is intended to be indicative rather than exhaustive, identifying such Acts, Measures, Codes of Practice, Rules and Regulations as have regular and/or significant impact on the role of the Central Services. Included with the list is an indication of the severity of the possible consequences for failing to comply

and which people shoulder the primary responsibilities in relation to the legislation in question. The Diocesan Registrar plays a significant advisory role, and in some cases the Diocesan Registry operates legislation.

|    | <b>Main Core Legislation and other statutory regulations</b>  | Required to operate it? | Penalty for non compliance<br>1 - slight<br>10 - severe | Required to be aware<br>1 - ideally<br>10 - definitely | Who?  |
|----|---|-------------------------|---|--|---|
| 1  | Academies Act 2010  | YES                     | 10  | 10   | Board of Education and Property             |
| 2  | Canon Law (eg relates to ecumenism and including Clergy Representation Rules)                       | YES                     | 5   | 9  | Many: Bishop /Adns / Dio Sec / Clergy/ PCCs |
| 3  | Churchwardens Measure 2001  | YES                     | 5   | 8  | PCC's /Adns / Synod office                  |
| 4  | Church of England (Miscellaneous Provisions) Measures – various                                     | YES                     | 5   | 8  | Many  |
| 5  | Clergy Discipline Measure 2003  | YES (Bishop)            | 7   | 8  | Bishop/Adns                                 |
| 6  | Incumbent and Churchwardens [Trusts] Measure 1964   | YES                     | 3   | 3  | Dio Sec/Finance                             |
| 7  | Companies Act 2006  | YES                     | 9   | 8  | Finance                                     |
| 8  | Charities Act 2011  | YES                     | 9   | 9  | Finance                                     |
| 9  | Charities SORP 2005 (2 <sup>nd</sup> edition 2008)  | YES                     | 9   | 9  | Finance                                     |
| 10 | Data Protection Act 1998  | YES                     | 8   | 8  | Dio Sec and all staff                       |
| 11 | The Diocesan Board of Education Measure 1991 [as amended by the Education and Inspections Act 2006] | YES                     | 9   | 8  | Board of Education and Property             |
| 12 | Diocesan Boards of Finance Measure 1925   | YES                     | 9   | 8  | Finance / Dio sec                           |
| 13 | Diocesan Stipends Funds Measure 1953  | YES                     | 8   | 7  | Finance                                     |
| 14 | The Ecclesiastical Offices (Terms of Service) Measure 2009  | YES                     | 9   | 8  | Bishop / Adns /Dio Sec / Worship            |

|    |   |              |    |    |  |
|----|---|--------------|----|----|--|
|    |   |              |    |    | and Min / Property                             |
| 15 | The Ecclesiastical Jurisdiction Measure 1963  | YES          | 6  | 2  | Bishops / Adns                                 |
| 16 | Employment Act 2008   | YES          | 9  | 8  | Dio Sec  |
| 17 | Endowments and Glebe Measure 1976.  | YES          | 8  | 8  | Property                                       |
| 18 | Disability Discrimination Act 1995 and Equality Act 2010  | YES          | 9  | 9  | Bishop / Adns / Dio Sec                        |
| 19 | Faculty Jurisdiction Rules 2000, alongside the Inspection of Churches Measure 1955, and the Care of Churches and Ecclesiastical Jurisdiction Measure 1991 | YES          | 8  | 8  | Adns / DAC secretary                           |
| 20 | Finance Acts and Statutory Instruments  | YES          | 10 | 10 | Director of Finance                            |
| 21 | Financial Reporting Guidance from the Accounting Standards Board  | YES          | 10 | 10 | Director of Finance                            |
| 22 | Freedoms Act 2012   | YES          | 9  | 8  | Bishop / Adns / Dio Sec / Safeguarding adviser |
| 23 | Gas Safety (Installation and Use) Regulations 1998  | YES          | 9  | 8  | Property                                       |
| 24 | Health and Safety at Work Act 1974 and other legislation  | YES          | 9  | 8  | Property / Dio Sec / Fire Officer              |
| 25 | Incumbents (Vacation of Benefices) Measure 1977   | YES (Bishop) | 8  | 7  | Bishop / Adns / D Sec                          |
| 26 | Incumbents (Vacation of Benefices)(Amendment) Measure 1993  | YES (Bishop) | 8  | 7  | Bishop / Adns/ D Sec                           |
| 27 | Immigration, Asylum and Nationality Act 2006  | YES          | 10 | 9  | Bishop / D Sec                                 |
| 28 | Land Registration Acts 1925 to 2002   | YES          | 8  | 7  | Property                                       |
| 29 | Licensing Act 2003  | YES          | 5  | 3  | Dio Sec / Adns                                 |
| 30 | Localism Act 2011   | YES          | 4  | 6  | Dio Sec / Property / Safeguarding              |

|    |   |     |    |    |  |
|----|---|-----|----|----|--|
| 31 | Mission and Pastoral Measure 2011 (and the Dioceses, Pastoral and Mission Measure 2007)                                   | YES | 9  | 8  | Dio Sec / Adns / Mission and Pastoral Sec / Property   |
| 32 | Occupiers' Liability Acts 1957*   | YES | 9  | 6  | Property   |
| 33 | Offices, Shops and Railway Premises Act 1963  | YES | 8  | 3  | Dio Sec/Property   |
| 34 | Parsonages legislation (The Parsonages Measures 1938 and 1947, as amended. The Repair of Benefice Buildings Measure 1972) | YES | 9  | 8  | Property   |
| 35 | Patronage [Benefices] Measure 1986  | YES | 9  | 8  | Bishop / Dio Sec / Adns / Mission and Pastoral Sec   |
| 36 | PCC [Powers] Measure 1956   | YES | 8  | 8  | Finance / Dio Sec / Adns / PCCs  |
| 37 | Planning Legislation (both for glebe management/development and also DBF's consultative role in Strategic planning)       | YES | 8  | 8  | Property   |
| 38 | SAFEGUARDING. Children Act 1989, and at least ten more Acts; all relevant.  | YES | 10 | 10 | Safeguarding Advisor working with the Bishops / Adns / Dio Sec /and Archdeaconry Safeguarding Advisors |
| 39 | Schools Standards and Framework Act 1998  | YES | 10 | 10 | Board of Education / Property  |
| 40 | Sharing of Church Buildings Act 1969  | YES | 4  | 6  | Adns / Bishop / PCCs   |
| 41 | Synodical Government Measure 1969 (including the Church Representation Rules)   | YES | 9  | 8  | Synod office/ Adns / Bishop  |
| 42 | Trust law   | YES | 7  | 7  | Finance and Property   |
| 43 | Vacancy in See Committees Regulation 1993 (as amended in 2003, 2007 and 2008)   | YES | 10 | 8  | Registrar and Assistant Dio Sec  |

These legislative requirements result in a series of actions that need to be taken if some part of the Diocese is not to risk falling foul of the law. In practice, a comprehensive list of such actions is currently beyond the scope of this document.

## Other essential tasks to be carried out

Central Services have a clear role in supporting others to meet their statutory requirements, including clergy, Readers and other licensed ministers in the delivery of their core functions in a parochial context. Beyond this there are some tasks that need to be undertaken in a statutory context if they are to be done at all and a number of other actions which are essential for the sustainability of the Diocese even though they are not required by statute.

To the best of our knowledge the list below is comprehensive as a summary of cross-cutting pieces of work:

|   | <b>Action</b>   | <b>Nature of requirement</b>   | <b>Target</b>  | <b>Time by</b> | <b>Staff and Officers</b>  | <b>Lead Responsibility</b> |
|---|---|--|--|----------------|--|----------------------------|
| 1 | Review the 10-year (medium term) financial plan every two years and ensure that this is reflective of the priorities identified in the strategic plan, whilst at the same time maintaining a sustainable future outlook | Not statutory but necessary for the sustainability of the Diocese                          | Report to, and approval by, Bishop's Diocesan Council every two years. The approved finance plan will also be presented to Diocesan Synod for information and comment.   | 30.6.15        | Director of Finance and the Chairman of the Board of Finance                           | Director of Finance        |
| 2 | Implement the 'Shrinking the Footprint' strategy in respect of clergy housing for which the Board is responsible and the Old Deanery.   | Not statutory but synodical policy and in support of national church and Government policy | Action towards reduction of carbon emissions of 20% by 2020 (from a base date of 2010) averaged across total clergy housing and the Old Deanery<br><br>Work with the approved consultant (DARE) on benchmarking measures for 2010, determining the carbon target for 2020 and starting to implement any additional necessary actions identified. | 31.12.15       | Director of Property, Director Church and Society and the Shrinking the Footprint team | Director of Property       |
| 3 | Deliver leadership training programmes  | That training is delivered is statutory under the  | Completion of the existing   | 30.06.15       | Director of Mission and Ministry, the  | The Mission Community      |

|   |  |   |  |  |   |                                 |
|---|--|---|--|--|---|---------------------------------|
|   | for clergy   | Ecclesiastical Offices (Terms of Service) Measure. The nature of the training is not statutory but is necessary for the sustainability of the Diocese.  | programmes   |  | Mission Community Development Officer, Director of IME, SWMTC                               | Development Officer             |
| 4 | Maintain and enhance the functionality of the diocesan database and related outputs (website, directory, clergy moves process, clergy human resources) | Some statutory elements (eg Data Protection) but otherwise necessary for the sustainability and efficiency of the Central Services of the Diocese.      | A database user group will be established to oversee the development of the database and ensure that it continues to meet the needs of the Diocese   | 31.12.15                                 | Director of Finance, IT consultant, Property Dept, Bishop's Chaplain, Diocesan Secretary    | Director of Finance             |
| 5 | Manage the Old Deanery premises and related services   | Some statutory elements (eg Health and Safety) but otherwise necessary for the sustainability and accessibility of the Central Services of the Diocese. | Continue to meet legal requirements and provide a safe and conducive place to work<br><br>Continue to ensure accessibility to services based at the Old Deanery by phone, in person and electronically.                            | 31.12.15                                 | Diocesan Secretary, Office Services Manager, Fire Officer                                   | Diocesan Secretary              |
| 6 | Implement effective Human Resources policies for employed staff and ecclesiastical officer holders   | Some aspects are statutory but additional actions are necessary for the support of employed staff and ecclesiastical office holders.                    | Update existing policies in the light of legislative changes and good practice. Carry out a review of HR management and advice.<br><br>Delivery of legally compliant HR advice and case management<br><br>Review the clergy common | 31.12.15<br><br>31.12.15<br><br>31.12.15 | The Director of Human Resources, Diocesan Bishop, Diocesan Secretary, Departmental managers | The Director of Human Resources |

|   |  |  |  |   |   |                            |
|---|--|--|--|---|---|----------------------------|
|   |  |  | <p>tenure handbook and Statement of Particulars templates and update as appropriate</p> <p>Develop a training needs analysis of organisation and commence organisational development work with staff</p> <p>Develop and commence a staff survey</p> <p>Workforce profiling</p> | <p>31.12.15</p> <p>31.12.15</p> <p>31.12.15</p> |   |                            |
| 7 | Improve internal communications with and between staff (including those in satellite offices)              | Not statutory but necessary for the sustainability of the Central Services of the Diocese. | <p>Production of a regular e-mail for all staff with internal news and information updates.</p> <p>Improved engagement with staff via a work place survey and the implementation of actions arising.</p> <p>Review appointments advertising and associated brand identity</p>  | 31.12.15  | Director of Communications, Communications Unit, Director of Human Resources and Diocesan Secretary | Director of Communications |
| 8 | Improve clergy housing to be 'reasonably suitable' where necessary and taking account of the local context | Partly statutory and necessary for the effective support of parochial clergy               | Continue to prioritise the housing most in need of upgrading. Allocate available funding.  | 31.12.15  | Parsonages Committee, the Director of Property and officers, Archdeacons                            | The Director of Property   |



|   |  |  |  |          |  |                          |
|---|--|--|--|----------|--|--------------------------|
| 9 | Provide advice and support to Governing Bodies and C of E Academy Trusts concerning property related matters | Basis in statute and/or other legal agreements, although the nature of implementation is discretionary | Provide advice and support to VA School Governing Bodies and Academies and to offer services to the St Christopher's Multi Academy Trusts in property related matters. | 31.12.15 | The Director of Property, Board of Education | The Director of Property |
|---|--|--|--|----------|--|--------------------------|

## Income generation

There are some actions that can be undertaken, that serve the general purposes of the Diocese (and sometimes the identified priorities) that have historically proven to be net income or capital generators. They typically require the time and expertise of centrally employed staff but the track record demonstrates that making a relatively small investment of central services staff time has delivered immeasurably greater tangible benefits directly to some mission communities. It is inevitably the case that most mission communities will not benefit directly from such work but those that do, gain very greatly from it having been undertaken. Examples include the provision of funded workers and the replacement of time-expired church buildings with new facilities at no net cost. In spite of a clear and sustained record of delivery, it has to be accepted that this work is often sporadic, funded at risk, reactive (in terms of the opportunities that arise) and delivered over long time scales (5 – 10 years not being unusual, although sometimes the opportunity can require a very rapid turn around). The expertise to take advantage of such opportunities needs to be in place at the time that they arise and capacity has to be switched from other areas of work as required, consequential impacts notwithstanding.

It should be noted that while the costs of working in this way are included in the Diocesan Budget and Accounts (in terms of staff salaries), the much greater benefits typically by-pass the Diocesan Board of Finance and are experienced and recorded in the life and work of particular mission communities.

This plan proposes that in spite of the fact that such activities are not a statutory requirement and that they do not serve the identified priorities for a large number of mission communities, they should still be provided for because of the disproportionate, regenerative and resourcing potential they bring in a relatively small number of particular contexts.