

Central Services Plan

“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. ‘Towards a Mission Action Plan’ is clear that in respect of both of these areas of work, the Central Services Plan “will be required to deliver real terms reductions in the overall cost of services resourced and delivered centrally”. 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.¹

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.

	Priorities met	Action	Benchmark	Time by	Staff and Officers	Lead Responsibility
1	Evangelism and Discipleship	Support and resource local initiatives to increase the level of attendance in parishes and mission communities	5% annual increase in AAAWA 2012 – 2013	31.12.13	Bishops and Diocesan Missioner, Growth and Outreach Team	Diocesan Missioner
2	Evangelism and Discipleship	Children’s Work (including through all schools) <ul style="list-style-type: none"> • Set up a task group 	<ul style="list-style-type: none"> • 5% increase in initiatives which engage with ‘unchurched’ children 	31.12.13	Director of Education and Diocesan Missioner	The Diocesan Missioner and the Director of

¹ 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.

	Priorities met	Action	Benchmark	Time by	Staff and Officers	Lead Responsibility
		<p>(combined with the first bullet point of 3 below), to devise proposals for the BDC for a co-ordinated work programme integrating complementary areas of children's work in mission communities and schools. Report, ideally by May 2013, to the BDC</p> <ul style="list-style-type: none"> • Supporting, training, resourcing and enabling those engaged in both salaried and voluntary work with children in Mission Communities. • To liaise 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 • To support and facilitate the dissemination of good practice within school-parish/MC links via the MAP using DBE and Mission resources in a co-ordinated way 	<p>evangelistically.</p> <ul style="list-style-type: none"> • 5% increase in volunteers engaging in ministry and mission among children in MCs. • 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 • Training for Foundation Governors to include the critical role of school/parish links in the MAP for church and community schools 		with Bishops, Growth and Outreach Team and Education Officers	Education
3	Evangelism	Youth Work (including	<ul style="list-style-type: none"> • All annual formal meetings 	31.12.13	Director of	The Diocesan

	Priorities met	Action	Benchmark	Time by	Staff and Officers	Lead Responsibility
	and Discipleship	<p>through all schools)</p> <ul style="list-style-type: none"> • Set up a task group (combined with the first bullet point of 2 above) to devise proposals for the BDC for a co-ordinated work programme integrating complementary areas of youth work in mission communities and schools.) Report, ideally by May 2013, to the BDC • To liaise 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 • To support and facilitate the dissemination of good practice within school-parish/MC links via the MAP using DBE and Mission resources in a co-ordinated way • Broadening awareness of the existence of the Youth Adviser's office and what can be offered • Brokering strategic partnerships between 	<p>with church school leaders include the MAP development/review on agenda with identified local outcomes for the school to encourage/develop</p> <ul style="list-style-type: none"> • Training for Foundation Governors to include the critical role of school/parish links in the MAP for church and community schools • A formative conversation with relevant leaders in every MC • Three significant partnerships between secondary school communities and MCs • Developing and growing the take-up on more training 		Education and Diocesan Missioner with Bishops, Growth and Outreach Team, Education Officers	Missioner and the Director of Education

	Priorities met	Action	Benchmark	Time by	Staff and Officers	Lead Responsibility
		secondary schools and MCs <ul style="list-style-type: none"> Developing relationships with people (voluntary and salaried) who work with 11-18 yr olds throughout the diocese to offer training, resourcing and enabling 				
4	Discipleship	Create and develop pathways into deeper discipleship and sacramental membership of the church, for all those reached through fresh missional initiatives.	Launch new pathways in a minimum of 30 locations by identifying and making available suitable courses for nurturing and growing new disciples	31.12.13	Diocesan Missioner	The Diocesan Missioner
5	Discipleship	Support parishes and mission communities to deliver a discipleship course, in particular <i>Exploring Christianity</i> , in a form that meets local needs.	30% of all MCs running an <i>Exploring Christianity</i> or similar course to deepen discipleship and formation for adults	31.12.13	Director of Worship and Ministry, SWMTC	The Director of Worship and Ministry
6	Discipleship	Forge meaningful and mutually beneficial links with parishes in our companion dioceses, entirely resourced by volunteers and by stakeholder parishes	5% increase in mission communities linked with our companion dioceses.		Diocesan Missioner, Companion Links Team	The Diocesan Missioner
7	Vocations	Promote vocations – calling, discerning, licensing – and support parishes and mission communities to do the same	8 SMs 50 SSMs 10 Readers	31.12.13	Bishop of Exeter, the Vocations Officer, the DDO and	The Bishop of Exeter.

	Priorities met	Action	Benchmark	Time by	Staff and Officers	Lead Responsibility
					Warden of Readers	
8	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 to be a core theme of next series of Mission Community Resource Days. Development of training for lay leadership, for example through the Community of St Piran and St Luke (in partnership with Truro Diocese)	31.12.13	Director of Worship & Ministry and Archdeacons.	The Director of Worship and Ministry
9	Ministry and Leadership	Explore the development of an in-service training programme for Readers	Submission of proposals for consideration by the Bishop's Diocesan Council concerning Continuing Ministerial Development for Readers	31.12.13	Director of Worship & Ministry, Warden of Readers	The Director of Worship and Ministry
10	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.	Continue support for an Adviser, administrator, service base and ancillary work within the budget	31.12.13	Director of Ministry, Pastoral Care and Counseling Service	The Director of Worship and Ministry
11	Ministry and Leadership	Enable mission communities to develop and grow together in locally appropriate ways through the provision of relevant advice and support	Establish advisors (or teams, combining with next point) for MCs in each archdeaconry.	31.12.13	Archdeacons	Archdeacons
12	Ministry and Leadership	Support parishes and mission communities to establish and subsequently develop an effective ministry team.	In at least 50% of MCs	31.12.14	Diocesan Missioner and Director of Worship and Ministry, Ministry Development	The Director of Worship and Ministry

	Priorities met	Action	Benchmark	Time by	Staff and Officers	Lead Responsibility
					Teams	
13	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 linking that diocesan vision, life and mission to the vision, life and mission of each mission community	Extend the reach of the diocesan magazine into 5 per cent more parishes' Increase engagement with new media by 10 per cent increase in social media following Achieve 50 news stories in print and broadcasting media	31.12.13	Director of Communications and Diocesan Bishop	The Director of Communications
14	Ministry and Leadership	Deliver safeguarding training, advice to parishes, formal risk assessment and case management and crisis support to mission community leaders	Delivery of all necessary actions according to the required timescales	31.12.13	Archdeacon of Totnes, Safeguarding Adviser (and Director of Worship and Ministry in respect of training)	The Archdeacon of Totnes
15	The Local Community	Support parishes and mission communities to develop and sustain mutually beneficial relationships with their local schools, colleges and HEIs	Training and follow up work with Foundation Governors and clergy to emphasise the children and young people links with all places of learning. DEO's to use their existing and evolving parish/MC links similarly. Induction programme and CPD for clergy to have a more defined input and engagement from DBE staff.	31.12.13	Archdeacons and the Director of Education	The Director of Education
16	The Local Community	Implement the existing Schools Strategy and agree a	Completion of identified actions and agreement of a new	31.12.13	Director of Education	The Director of Education

	Priorities met	Action	Benchmark	Time by	Staff and Officers	Lead Responsibility
		new strategy for the next five years	Schools Strategy			
17	The Local Community	Plan for new church schools in new housing developments, incorporating a centre of worship.	2 schools to be progressed and approved through the gateway process	31.12.14	Director of Education, Archdeacons	The Director of Education
18	The Local Community	Multi Academy Trust to be established to provide a home for some church and community schools; including those referred by the Office of the Schools Commissioner	Schools to improve educational standards and achievements of pupils, so that they become Good or Outstanding, as defined by Ofsted and SIAMS, within a distinctively Christian ethos	31.08.13	Director of Education and Directors of the MAT	The Director of Education
19	The Local Community	Provide information to parishes and mission communities concerning social, economic, and environmental and justice issues and support them to plan and act as meets local needs	To help churches to prepare their Mission Action Plans to appropriately include issues such as disability, homelessness, faith and cultural diversity, crime, unemployment, poverty, debt, fair and local food, energy, Climate Change and to work on these themes with relevant partners.	31.12.13	Director of Church and Society	The Director of Church and Society
20	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 to come to fruition.	A trained ecumenical officer available in each archdeaconry.	31.12.13	Diocesan Missioner, Archdeacon of Exeter, Ecumenism Team	Archdeacon of Exeter

	Priorities met	Action	Benchmark	Time by	Staff and Officers	Lead Responsibility
21	Stewardship of Finance and Buildings (and The Local Community)	Provide information and support parishes and mission communities to implement the 'Shrinking the Footprint' strategy in ways that are owned by the local community.	Action towards reduction of carbon emissions of 20% by 2020 (from and appropriate, agreed base date)	31.12.13	Director Church and Society and the Shrinking the Footprint team	Director of Church and Society
22	Stewardship of Finance and Buildings (and The Local Community)	Provide advice to parishes and support the extended use of church buildings	Promotion of the 'Open and Sustainable Churches' initiative	31.12.13	Archdeacons, Members of the Diocesan Advisory Committee for the Care of Churches	The Property Services Manager
23	Stewardship of Finance and Buildings	Support parishes and mission communities to identify (through their MAPs) church buildings that are surplus to requirements, and help them to implement a cost effective/creative solution as desired locally.	Seek substantial progress with not more than 10 church buildings	31.12.14	Members of the Church Buildings Strategy Committee	The Property Services Manager
24	Stewardship of Finance and Buildings	Support parishes and mission communities to enable them to meet their Common Fund assessment in full.	At least 92.75% [per agreed budget] collection rate to be achieved across the Diocese. 50 of the parishes with the biggest shortfalls to be identified for action; and look to move 50% of those out of that list	31.12.13	Mission Resources Advisor, Archdeacons, Director of Finance	The Director of Finance
25	Stewardship of Finance and Buildings	Introduce and roll out the 'Parish Giving Scheme' pioneered by Gloucester Diocese for parishes and mission communities that	50 parishes 200 parishes	30.06.14 30.06.15	Mission Resources Advisor and Director of Finance	The Director of Finance

	Priorities met	Action	Benchmark	Time by	Staff and Officers	Lead Responsibility
		wish to participate				
26	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.	Submit proposals/ recommendations to be considered by BDC, with any recommendations being implemented from the 2016 Common Fund calculation	31.10.14	Director of Finance, Chair of the DBF, Finance Team, Diocesan Secretary, Mission Resources Adviser	The Director of Finance
27	Structure	Enable and support the formation of effective Mission Communities including the number formalised in a Pastoral Scheme with genuine local ownership (with a preference for as efficient a model as can be achieved).	<p>Increased the numbers of commended, celebrated and formalised MCs as follows:</p> <p>Barnstaple Archdeaconry: 4 more to be celebrated 3 more to be formalised</p> <p>Exeter Archdeaconry: 8 more to be celebrated 7 more to be formalised</p> <p>Totnes Archdeaconry: 2 remain to be commended 10 more to be celebrated 6 more to be formalised</p> <p>Plymouth Archdeaconry: 3 more to be celebrated Commend those that emerge from Tavistock Deanery's pastoral review Review MCs across the city of</p>	31.12.13	Archdeacons and the Diocesan Mission and Pastoral Secretary	Archdeacons

	Priorities met	Action	Benchmark	Time by	Staff and Officers	Lead Responsibility
			Plymouth if the three deaneries are united.			
28	Structure	Create and implement a consultation process to enable parishes, mission communities and deaneries to review diocesan structures and to determine the future (number / extent / functions of / existence of) deaneries		31.8.14	Bishops, Archdeacons, Diocesan Secretary, Synod Office	Diocesan Secretary

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.

	Main Core Legislation and other statutory regulations	Required to operate it?	Penalty for non compliance 1 - slight 10 - severe	Required to be aware 1 - ideally 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 nd 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:**

I	Review the 10-year (medium term) financial plan every two years and	Not statutory but necessary for the sustainability of the	Report to, and approval by, Bishop's Diocesan Council every two	31.7.14	Director of Finance and the Chairman of the	Director of Finance
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	ensure that this is reflective of the priorities identified in the strategic plan, whilst at the same time maintaining a sustainable future outlook	Diocese	years. The approved finance plan will also be presented to Diocesan Synod for information and comment.		Board of Finance	
2	Decrease the sum spent on necessary administration by implementing further efficiencies including a review of the provision of administrative support to all offices and departments	Not statutory but necessary for the sustainability of the Diocese	5% decrease	31.12.14	Diocesan Secretary and all Heads of Department	Diocesan Secretary
3	Implement the 'Shrinking the Footprint' strategy in respect of DBF-owned land and buildings	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 an appropriate, agreed base date)	31.12.13	Director Church and Society and the Shrinking the Footprint team	Director of Church and Society
4	Deliver leadership training programmes for clergy	That training is delivered is statutory under the Ecclesiastical Offices (Terms of Service) Measure. The nature of the training is not statutory but is necessary for the sustainability of the Diocese.	Number completing programme 1 annually: 60 Number completing programme 2 annually: 70	30.06.14	Director of Worship and Ministry, Director of IME, SWMTC	Director of Worship and Ministry
5	Provide an effective and improving first point of contact for external enquiries in person at the Old Deanery, by telephone	Not statutory but necessary for the sustainability of the Central Services	Carry out a review of administrative functions, including the deployment of staff and volunteers	31.12.13	Director of Church and Society, Reception staff	Director of Church and Society

	and electronically.					
6	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	31.12.13	Director of Finance, IT consultant, Property, Bishop's Chaplain	Director of Finance
7	Manage IT systems and develop an IT strategy (to include the replacement of the accounting software)	Some statutory elements (eg Data Protection) but otherwise necessary for the sustainability of the Central Services of the Diocese.	Successful migration to new network support company, development of IT strategy and identification of accounting software.	31.12.13	Director of Finance, IT consultant, Finance Dept, Property	Director of Finance
8	Manage the Old Deanery premises and related services	Some statutory elements (eg Health and Safety) but otherwise necessary for the sustainability of the Central Services of the Diocese.	Continue to meet legal requirements and provide a safe and conducive place to work	31.12.13	Diocesan Secretary, Office Services Manager, Fire Officer	Diocesan Secretary
9	Implement effective Human Resources policies to maximize the benefit derived from the employment of staff	Not statutory but necessary for the sustainability of the Central Services of the Diocese.	Update existing policies in the light of legislative changes and good practice. Carry out a review of HR management and advice.	31.12.13	Diocesan Secretary, HR adviser, Departmental managers	Diocesan Secretary
10	Carry out a review of Central Services administration for effectiveness and cost efficiency	Not statutory but necessary for the sustainability of the Central Services of the Diocese.	Review to have been carried out and implementation plan agreed.	31.12.13	Diocesan Secretary, HR adviser Departmental managers	Diocesan Secretary
11	Improve internal communications with and	Not statutory but necessary for the	Production of a regular e-mail for all staff with	31.12.13	Director of Communications,	Director of Communications

	between staff (including those in satellite offices)	sustainability of the Central Services of the Diocese.	internal news and information updates. Increased participation in staff meetings through improved format		Communications Unit	
12	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	Undertake further review of suitability and prioritise housing most in need of upgrading. Allocate available funding.	31.12.13	Parsonages Committee, Property, Archdeacons	Property Services Manager
13	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	Continue to provide advice and support to VA School Governing Bodies and develop support procedures and documentation for Academies and Multi Academy Trusts in property related matters.	31.12.13	Property, Board of Education	Property Services Manager

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.

BACKGROUND: THE WIDER STRATEGIC CONTEXT and RISK CONSIDERATIONS

Licensed Ministry

Incumbent and incumbent status clergy are the backbone of the leadership exercised within Mission Communities. They are usually stipendiary and sometimes well supported by other licensed ministers. The number and deployment of incumbent clergy is a critical factor in providing leadership to achieve the strategic priorities of the Diocese. The number of stipendiary clergy and the stipend rate plus housing costs are critical to the budgeting process as they currently account for 74% of expenditure (which is within the typical range of 70 – 75% for dioceses in the South West).

The numbers of stipendiary clergy due to retire in the next five years is high. At a national level there is a reducing number of stipendiary clergy available for deployment. The Archbishops' Council Ministry Division provided a projection in June 2010 for this Diocese, showing 208 clergy in 2013 and 188 in 2019 (in practice the number in the Diocese at the end of 2011 was 213). Inflation and other cost pressures mean that the ability to pay for stipendiary clergy becomes harder over time unless there is a matching increase in the level of giving to the Common Fund.

Therefore, an area recognised as important for the future is the increase in the numbers in all forms of licensed ministry. The Diocese has set an ambitious target to discern the vocations of self supporting priests (SSPs) to have at least one for each Mission Community, of which there are currently 120 in place or planned. We currently have 57, and the projection is that we will have 69 by 2014. In comparison the Diocese of Salisbury has over 200 SSPs. We do have around 190 licensed Readers, though numbers entering training has recently declined significantly.

There are a number of risks with reducing the number of stipendiary clergy. These include over working the remaining clergy, reducing leadership in MCs, reducing contributions to the Common Fund and creating a feeling of general decline. There are mitigating actions that can be taken. These include managing the budget and reserves in such a way as to minimise the reduction in stipendiary clergy. Perhaps more importantly, is the calling, training and licensing of many more SSPs who can either support incumbents or take on that role themselves. The Bishops and Archdeacons have a particular role in reinvigorating the sense of vision and mission within the Diocese and encouraging vocations. Consideration is required as to the current structures and meeting schedules of senior clergy in the Diocese to provide them more time to focus on leading with others the implementation of the declared objectives.

Common Fund (CF)

The planned level of increase and rate of payment of the CF are key factors in the budget setting process. The current assumption is to keep the increases to around 2% per annum or less over the next few years, which is below the assumed rate of inflation. After 2017 the current model assumes an increase to 3%, at the level of inflation then anticipated in the model. Recent years has seen a drop in the rate of payment. A small number of parishes account for large proportion of the percentage not paid into the common fund. Support and encouragement has been given to those parishes and others. Decisions will need to be made about the level of ongoing support that is

provided to assist parishes in addressing the theological and practical issues in meeting our common obligations. Eight years ago the Diocese of Salisbury had around a 91% payment rate. That is now in the region of 98% thanks to a small team that supports parishes in a focused fashion. There is a risk that, without setting a stretching target to improve the rate of payment, irreversible cuts in staffing will have to be made in the next few years. The achievement of an improved level of giving is linked to the leadership exercised at all levels.

Level of and use of reserves

In reviewing the budgetary assumptions the view that general reserves must be maintained at between 25-30% does provide some planning flexibility. A balance has to be struck around the need to finance God's mission in the Diocese whilst remaining prudent in terms of reserves. There are also large restricted reserves (over £12m) which provide the opportunity for creative use to further the mission of the Diocese and reduce the need for rapid cuts in 2013.

Use of property

The Diocese is asset rich with large numbers of churches and houses. There are mission based opportunities in using these assets that need to be balanced with the costs.

Outward looking

During difficult times it is easy to focus on the needs of the institution. Part of the strength of the Church is gained through the engagement with wider society on a range of issues from education to social justice. Entrenchment brings a series of risks to the mission of furthering God's kingdom.