



The Diocese of Winchester

# Diocesan Synod Budget 2012

*Commended by Bishop's Council to Diocesan Synod on 15 October 2011*

## **Foreword**

The purpose of this budget, as with any previous year, is to set out a plan to resource our Mission and Ministry for the furtherance of the Gospel both in this Diocese and throughout the wider Anglican Communion. Whilst much of our expenditure is focused on the Diocese's internal arrangements (in line with Synodical policy), our expenditure is also framed by an outwardly focused vision which helps fund work at a national level and across partnerships with other dioceses both home and abroad. With a lack of historic resource this is only made possible in Winchester Diocese through the generosity of individuals serving across the diocese's 407 churches in 189 benefices. The budget, set out in this document, is but a fraction of the overall amount raised and spent across the diocese with many parishes engaged in a variety of local activities, partnerships and the day to day costs of maintaining infrastructure necessary for our work.

As a Diocese we have experienced difficult financial times, particularly during November 2009 and the subsequent year. We have had to reduce our expenditure across a range of activities and this has had a very real impact in a number of significant mission areas. In 2010 we achieved the best share collection for over 15 years at close to 98.5% (90.9% in 2009) and, with some small savings in expenditure, finished the year being able to balance income and expenditure. There is still work to do to ensure that we achieve the same result in 2011, especially as we built in a small deficit to the 2011 budget.

Continuing the process established in 2009, we have consulted and informed on a draft budget during the first part of this year and asked deaneries to commit to a level of share that they believe to be achievable in 2012. The feedback we have received has demonstrated that parishes still find themselves unable to keep pace with the *inflation* costs associated with maintaining our current level of Mission and Ministry.

The Bishop's Council discussed the results of the budget consultation on 8 September and noted that a number of deaneries are going to fall short of the amount needed to sustain our current activities into the following year.

Further work has been undertaken to reduce some areas of expenditure but these small adjustments will leave about £113,000 shortfall in income for 2012. The recommendation to Synod is to support this budget, with a resolve that Bishop's Council will increase income to cover the shortfall in deanery commitments. The Bishop's Council hopes to avoid the need to cut expenditure and that additional support can be raised through further generosity in the parishes, perhaps with those better-off supporting some that are finding it more difficult to meet their full commitment.

The Synod recommended a series of changes to the Board and Committee structures during 2010. The implementation of these recommendations is still being finalised. One of the key changes is the responsibility for financial consultation and monitoring through the Northern and Southern Area Team meetings. By passing this responsibility to a more local forum it is hoped that not only will the Bishop's Council be better informed of local issues but that parishes and deaneries will be better supported. This will also free-up the Bishop's Council to work more strategically in developing our vision and managing the resources to support it.

One of the key areas for improvement that arose from the review of our structures was the imperative for greater and better communication. In partnership with Guildford Diocese, we have created a new shared communications team. You will note that there is a small increase in expenditure on communications in 2012. The main aim of the new team was not to make financial savings, but rather to ensure that we were better placed to

engage across a wide range of media, both existing and new. Equally as important was the real need to communicate better across the dioceses – the new team is still in its early stages of formation but you will have hopefully already noticed the new Diocesan website.

Work continues to establish a parish share formula that is easily understood and widely acceptable across the diocese. It is extremely difficult to put across to those not intimately acquainted with the formula how a 1% increase in share (net of deanery mission funds) for 2012 can result in a significantly higher increase for some deaneries and parishes. The Bishop's Council hopes that the work of the review group will be completed and that recommendations will be brought to the Synod in time for allocations for 2013.

Thank you for your continued support; the Diocese is in a period of transition as it awaits the arrival of the new Bishop of Winchester. It is also a time of great opportunity and we will want to be in a position to respond positively and work collaboratively and creatively with the new Bishop in a renewed vision and a fresh strategy to support it. During this period of transition we are all encouraged to think prayerfully as to how we might be able to provide greater levels of support to ensure that we can grow our Mission and Ministry and step back from further reductions. This will not be an immediate process and it is important that we plan and make decisions that are sustainable and implemented over several years rather than lurching from one year to the next.

The Bishop's Council unanimously commend this budget to the Synod.

**Andrew Robinson**

**Diocesan Secretary and Chief Executive  
On Behalf of the Bishop's Council**

## CHANGES IN 2012

The creation of each year's budget is driven by the policy decisions, commitments and priorities that are discerned by the Synod Standing Committee and confirmed by the Diocesan Synod. Throughout the budgeting process, no part of previously incurred expenditure is treated as unchallengeable unless it is implicit to the agreed policies and priorities, all elements being critically reviewed each year. However, it is convenient for the purposes of analysis and presentation to show in detail how this process has impacted on the total budget, using last year's budget for comparison, and the following table gives that information.

	<i>£,000</i>	<i>£,000</i>
<b>Parish Share 2011 (net of deanery mission fund grants)</b>		10,561
Clergy stipend increases	143	
Staff salary increases	28	
Increase in contributions to the national church	5	
Other inflationary increases	45	
Increase in archdeacon post to full time, and increase in archdeacons' support	31	
Increase in communications	13	
Increase in IME 4-7 and reader training costs following the loss of HEFC funding and the passing to us of curate training work previously performed by the Archbishops' Council	20	
Savings on projects budget	(15)	
Savings on loan interest	(15)	
Increase in OAP income	(54)	
Increase in income for housing	(78)	
Stewardship income	(15)	
Other increases income to be identified	<u>(113)</u>	
		<u>    (5)</u>
<b>Parish Share 2012 (decrease 0.1%)</b>		<u>10,555</u>

## SUMMARY

	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
<b>MINISTRY</b>												
Clergy remuneration	7,282	733	6,549	7,038	591	6,447	7,054	535	6,519	7,216	434	6,782
Houses	1,441	260	1,181	1,610	130	1,480	1,677	386	1,291	1,579	208	1,371
<b>Total</b>	<b>8,723</b>	<b>993</b>	<b>7,730</b>	<b>8,648</b>	<b>721</b>	<b>7,927</b>	<b>8,731</b>	<b>921</b>	<b>7,810</b>	<b>8,795</b>	<b>642</b>	<b>8,153</b>
<b>SUPPORT FOR MINISTRY</b>												
Discipleship & Ministry	531	44	487	510	54	456	466	40	426	517	20	497
Stewardship	63	15	48	65		65	64	15	49	66	15	51
Education	391	254	137	429	248	181	400	229	171	451	267	184
Safeguarding & inclusion	82		82	97		97	81		81	98		98
Media & Communications	56	3	53	70	2	68	75	2	73	81		81
Partnership links	49	10	39	76	32	44	44	6	38	73	32	41
Parish grants	31		31	28		28	36		36	32		32
DAC-Pastoral-Closed Churches	102		102	101		101	97		97	102		102
<b>Total</b>	<b>1,305</b>	<b>326</b>	<b>979</b>	<b>1,376</b>	<b>336</b>	<b>1,040</b>	<b>1,263</b>	<b>292</b>	<b>971</b>	<b>1,420</b>	<b>334</b>	<b>1,086</b>
<b>CORPORATE SERVICES</b>												
Dio Sec/Finance/IT	513	60	453	570	54	516	511	61	450	570	61	509
Diocesan Office	325	43	282	335		335	385	61	324	392	73	319
Registrar and Legal	79	28	51	76	29	47	72	29	43	74	29	45
Lay pension scheme addition contribution	203		203	203		203	197		197	203		203
Projects	10		10	40		40	40		40	25		25
Contingency				48		48	21		21	60		60
Savings to be identified												
<b>Total</b>	<b>1,130</b>	<b>131</b>	<b>999</b>	<b>1,272</b>	<b>83</b>	<b>1,189</b>	<b>1,226</b>	<b>151</b>	<b>1,075</b>	<b>1,324</b>	<b>163</b>	<b>1,161</b>
<b>NATIONAL CHURCH</b>	<b>909</b>	<b>78</b>	<b>831</b>	<b>1,013</b>	<b>77</b>	<b>936</b>	<b>981</b>	<b>74</b>	<b>907</b>	<b>1,014</b>	<b>78</b>	<b>936</b>
<b>TOTAL</b>	<b>12,067</b>	<b>1,528</b>	<b>10,539</b>	<b>12,309</b>	<b>1,217</b>	<b>11,092</b>	<b>12,201</b>	<b>1,438</b>	<b>10,763</b>	<b>12,553</b>	<b>1,217</b>	<b>11,336</b>
Less: General Income			(497)			(290)			(392)			(421)
<b>TOTAL SHARE REQUIRED</b>			<b>10,042</b>			<b>10,802</b>			<b>10,371</b>			<b>10,915</b>
<b>Net parish share</b>			<b>10,158</b>			<b>10,562</b>			<b>10,108</b>			<b>10,555</b>
Transfer to deanery mission funds			124			240			240			360
<b>Net parish share collected</b>			<b>10,282</b>			<b>10,802</b>			<b>10,348</b>			<b>10,915</b>
<b>(Surplus)/deficit</b>			(240)						23			

% change in net parish share

-0.1%

# MINISTRY

CLERGY REMUNERATION	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Stipends	4,675	676	3,999	4,597	549	4,048	4,657	494	4,163	4,702	391	4,311
NIC	238		238	380		380	328		328	395		395
Pension contributions	1,746	21	1,725	1,481	19	1,462	1,466	19	1,447	1,482	19	1,463
Parochial Assistance	93		93	100		100	101		101	103		103
Endowment Assurance	32		32									
Life Assurance for over 65s	2		2									
Supplementary Pensions	35		35	33		33	35		35	35		35
Removal & Resettlement	135		135	125		125	164		164	135		135
Archdeacons stipends & expenses	179	21	158	192	22	170	174	22	152	232	23	209
Episcopal support	4		4	2		2	2		2	2		2
Canon Missioner stipend & expenses	41	8	33		1	(1)	(2)		(2)		1	(1)
Clergy HR support costs	36		36	46		46	46		46	42		42
Chaplaincy expenses	20	7	13	2		2	4		4	4		4
Channel Island clergy pensions, travel, health	45		45	78		78	77		77	82		82
Miscellaneous grants	1		1	2		2	2		2	2		2
<b>Total</b>	<b>7,282</b>	<b>733</b>	<b>6,549</b>	<b>7,038</b>	<b>591</b>	<b>6,447</b>	<b>7,054</b>	<b>535</b>	<b>6,519</b>	<b>7,216</b>	<b>434</b>	<b>6,782</b>

HOUSES	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Repairs	728	10	718	827	10	817	952	21	931	845	11	834
Council tax/water rates	460		460	499		499	464		464	465		465
Insurance	29		29	32		32	24		24	31		31
Loan Interest and Rent Payable	66		66	92		92	72		72	76		76
Property management	175	36	139	177	11	166	178	68	110	179	22	157
Less costs allocated to other depts	(17)		(17)	(17)		(17)	(13)		(13)	(17)		(17)
Miscellaneous Income		214	(214)		109	(109)		297	(297)		175	(175)
<b>Total</b>	<b>1,441</b>	<b>260</b>	<b>1,181</b>	<b>1,610</b>	<b>130</b>	<b>1,480</b>	<b>1,677</b>	<b>386</b>	<b>1,291</b>	<b>1,579</b>	<b>208</b>	<b>1,371</b>

## Policy/Activity Programme

- Staffing resources required:-

	<i>2012</i>	<i>2011</i>
	<i>Posts</i>	<i>Posts</i>
Archdeacons	2.0	1.5
Channel Island Deans	1.0	1.0
Parish clergy (stipendiary)	167.5	165.9
Curates in training	34.0	32.5
Stipendiary lay workers	6.2	5.2
Less expected vacancies	(15.0)	(12.0)
<b>Total</b>	<b>195.7</b>	<b>194.1</b>

- Our policy is to deploy no more than our “clergy share”, i.e. our fair share, determined by the Archbishops’ Council, of stipendiary clergy available nationally for deployment. As a response to the shortfall of deanery commitments to parish share for 2010 the Diocesan Synod resolved to aim to reduce clergy numbers so as to reach our 2017 clergy share by 2013. The 2011 budget figure of 165.9 stipendiary parish clergy posts assumed that 7.25 posts would be saved by the beginning of 2011. In the event these post savings were not achieved, and as part of Synod’s review of parish share apportionment those posts which have yet to be saved are added back in for 2012.
- The budget figures allow for naturally occurring vacancies each year. The current procedure for finding new incumbents/priests-in-charge under the Patronage (Benefices) Measure 1986 – which ensures parishes an involvement in the process – usually entails at least a six month vacancy. No vacancies are artificially lengthened to assist with budget savings. Our experience over recent years allows us to budget for 3 more vacancies in 2012 than 2011.
- The budget has been prepared on the assumption that our incumbent stipend will rise by 2% from £23,280 to £23,750. Our policy in recent years has been to adopt the regionalised stipend benchmark stipend recommended by the Archbishops’ Council, and this increase is in line with those recommendations. Stipendiary clergy serving in Guernsey and Jersey Deaneries are paid 15% more than those in our other deaneries recognising the higher cost of living they face.
- The budget provides for a clergy pension rate of 38.2% of pensionable stipend in 2012, compared with the rate of 39% in 2011. This follows a review of the retirement benefits provided by the clergy pension scheme by the General Synod
- The Bishop’s Council is currently reviewing the future provision of stipendiary lay worker posts, a commitment given in the November 2009 report “Making our Resources Work for our Mission”.
- The houses budget provides for maintenance and outgoings on 241 houses at an average of £6,600 per house (2011 – £6,750). The slight reduction reflects a correction to the estimate for council tax.

## SUPPORT FOR MINISTRY

DISCIPLESHIP & MINISTRY	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Departmental costs	136		136	128		128	127		127	131		131
Vocation, recruitment & selection	53		53	55		55	54		54	58		58
Initial training - other costs	43		43	49		49	50		50	46		46
Reader training	32	29	3	31	16	15	21	19	2	24	5	19
IME 4-7	23		23	10		10	17		17	28		28
CME	90		90	99		99	86		86	100		100
Discipleship	154	15	139	138	38	100	111	21	90	130	15	115
<b>Total</b>	<b>531</b>	<b>44</b>	<b>487</b>	<b>510</b>	<b>54</b>	<b>456</b>	<b>466</b>	<b>40</b>	<b>426</b>	<b>517</b>	<b>20</b>	<b>497</b>

### Policy/Activity Programme

- To provide opportunities for encouraging vocations and supporting those who offer themselves for lay and ordained ministries to understand the nature of their calling.
- To provide training at all stages for clergy, readers and others in ministry, including the development for training for Christian leadership in the light of the Diocesan Conference.
- To help local congregations understand their ministry needs and resources and to manage the work of the Pastoral Committee.
- To promote imaginative and flexible patterns of ministry.
- To provide post ordination training courses for those in their first four years of ministry.
- To provide a programme of Continuing Ministerial Development (CMD) for stipendiary and non-stipendiary clergy: residential courses, day conferences and Ministry Review; and to provide funding for external courses, specific courses related to 'stages of ministry', degree/diploma courses, retreats and study leave (sabbatical).
- To provide a comprehensive programme of initial training and continuing ministerial education for the whole range of lay ministries. Within this general provision, an appropriate proportion of resources and funding is allocated to the authorised ministries of reader and churchwarden.
- Promotion within the diocese of the work of mission and evangelism amongst people of all ages in traditional patterns of church life and fresh expressions
- On-going assistance to parishes in their work of faith-sharing with children, young people and adults and the organisation of local and diocesan events in support of their work

Staffing resources	No of Posts
Director of Ministry & Discipleship	1.0
Vocations, Recruitment & Selection Officer	1.0
Ministry Training Officer	1.0
CMD Officer	1.0
Advisers in Evang & D'ship	2.3
Administrators	2.6
<b>Total</b>	<b>8.9</b>

- Provision of training, support and encouragement to parishes of all traditions in working to bring people to Christian faith, in nurturing Christian faith, and in encouraging Christians of all ages in basic Christian discipleship

STEWARDSHIP	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>
	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>
Staff costs	61	15	46	60		60	59	15	44	60	15	45
Travelling expenses	2		2	3		3	3		3	4		4
Diocesan giving initiative				2		2	2		2	2		2
<b>Total</b>	<b>63</b>	<b>15</b>	<b>48</b>	<b>65</b>		<b>65</b>	<b>64</b>	<b>15</b>	<b>49</b>	<b>66</b>	<b>15</b>	<b>51</b>

### Policy/Activity Programme

To help and enable parishes in the development of their Christian Stewardship, encouraging them along their journey of discipleship, particularly in relation to giving of 'time, talents and money' and in relation to the stewardship of God's planet in terms of the environment and Fair Trade. Principally through:

- The training, development, encouragement and expansion of Parish Based Stewardship Promoters
- Encouraging parishes to engage with the National initiative - 'Giving for Life'
- Helping and advising parishes conducting stewardship programmes and annual reviews of giving
- The encouragement and promotion of legacy giving
- Helping parishes to discern God's vision and appropriate use of time and talents
- Encouraging parishes to embrace the Diocesan Environmental Policy adopted by the Diocesan Synod in October 2009 principally through the Diocesan Environmental Award Scheme.
- Advising on funding and administering applications for Church Urban Fund grants

Staffing resources	No of Posts
Stewardship Adviser	1.0
<b>Total</b>	<b>1.0</b>

EDUCATION	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Staff Costs	299		299	350		350	321		321	358		358
Travelling expenses	16		16	21		21	19		19	21		21
Special Projects	76		76	58		58	60		60	59		59
Share of Diocesan Office building costs												
Share of Diocesan Office office services												
Miscellaneous Income		254	(254)		248	(248)		229	(229)		254	(254)
Total	391	254	137	429	248	181	400	229	171	438	254	184

## Policy/Activity Programme

Every Diocese has a statutory responsibility for aided and controlled schools (of which Winchester has 95) in respect of :-

- Their distinctive Christian nature, including training and support for religious education, collective worship and Christian ethos.
- Advising and assisting governing bodies in the maintenance, repair and replacement of aided church schools
- Managing the Church Schools Fund, formed from the assets which have arisen from the past sales of redundant church schools; the income from this fund is predominantly used to provide diocesan professional advisers.
- Advising governing bodies in the implementation of current legislation, including issues to do with the national curriculum, religious education and collective worship, capital funding, contracts of employment, complaints procedures, admissions policies etc, and on the appointment of head teachers and other staff.
- Liaison with officers from national and local government; other agencies; and the national church

Staffing resources	No of Posts
Director of Education	1
Assistant Director	1
Schools Support Officers	2
FE Adviser	0.2
Schools Buildings Officer	1
Department Administrator	1
Winchester share 66%	4.0

In addition, the Education team has a responsibility on behalf of the Diocesan Synod to promote religious education in all schools; train clergy and lay ministers in their work in all schools; and work for the development of new church schools, particularly in areas of new housing development, often in relation to the provision of a place of worship with ecumenical colleagues.

In order to delivery this work more efficiently and to enable the continued provision of the necessary range of professional staff, the Diocese has entered into a joint working agreement with the Diocese of Portsmouth, which has led to the creation of a joint education team for both Dioceses based in Portsmouth. The budget shows the full cost of this team and the proportion of that cost attributable to the Diocese of Winchester (based on numbers of church schools) both in terms of the Church Schools Fund and the Parish Share. The primary objective of the joint working is the better delivery of support for the Church's engagement with schools across both Dioceses.

SAFEGUARDING & INCLUSION	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Staff Costs	81		81	84		84	76		76	85		85
Travelling expenses	4		4	6		6	3		3	6		6
Special Projects	(3)		(3)	7		7	2		2	7		7
Total	82		82	97		97	81		81	98		98

## Policy/Activity Programme

- To work with and encourage parishes to view Safeguarding as an essential part of their mission and ministry.
- To support parishes in implementing Safeguarding (incorporating Child Protection and Vulnerable Adult Protection and Domestic Abuse)
- To advise and work with parishes in ensuring all activities work to Safeguarding principles.
- To manage work with known/suspected offenders in parishes – including liaison with Police/Probation and devising agreements.
- To work with parishes and statutory agencies when disclosures/allegations of abuse happen.
- To implement new requirements either from statutory agencies or Church of England policies.
- To manage the Criminal Records Bureau process for the Diocese, administering an average of 2,000 disclosures each year.
- To work with and advise parishes and individuals on specific areas of inclusion for marginalised groups.

Staffing resources	No of Posts
Director for Safeguarding & Inclusion	1.0
Department Secretary	0.7
Total	1.7

MEDIA & COMMUNICATION	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>
	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>
Staff costs	57	1	56	58		58	65		65	71		71
Infrastructure development				1		1				1		1
Publications	(1)	2	(3)	11	2	9	10	2	8	9		9
Share of Diocesan Office building costs												
Share of Diocesan Office office services												
<b>Total</b>	<b>56</b>	<b>3</b>	<b>53</b>	<b>70</b>	<b>2</b>	<b>68</b>	<b>75</b>	<b>2</b>	<b>73</b>	<b>81</b>		<b>81</b>

### Policy/Activity Programme

- The diocese of Winchester shares its communications resources with Guildford, but there is a team presence in the diocesan office and support is always available
- The aim is to provide a full range of communications resources and support internally for Bishops and diocesan officers and externally for clergy and parishes
- To help promote a positive profile for the Church of England wherever possible by telling good stories and responding to media and other enquiries
- To be available when media crises strike and to ensure that pressure is lifted from those whose priority is the direct mission of the Church.
- To keep abreast of developments in the Communication and media worlds, embracing them where appropriate

Staffing resources	No of Posts
Director of Communications	0.5
Communications Officer	0.5
Administrator	0.4
<b>Total</b>	<b>1.4</b>

PARTNERSHIP LINKS	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Overseas Panel												
Staff costs	2		2				1		1			
Staff and Panel expenses				3		3				1		1
Grants from confirmation collections	10	10		3	3		4	6	(2)	3	3	
Ecumenical Panel												
Churches Together grants	5		5	6		6	5		5	6		6
Staff and Panel expenses				2		2				1		1
Europe Panel												
Panel expenses				1		1	1		1	1		1
Newcastle Panel												
Grant for stipend in Newcastle	32		32	31		31	31		31	31		31
Panel expenses				1		1	2		2	1		1
Social Transformation Forum				29	29					29	29	
Total	49	10	39	76	32	44	44	6	38	73	32	41

## Policy/Activity Programme

- The Ecumenical Panel maintains an on-going dialogue with other mainstream Christian Churches through Churches Together in Hampshire and the Isle of Wight, and Dorset, advising on new and existing ecumenical projects in parishes.
- In line with the development of mutual support between dioceses and in recognition of the continuing imbalance in total resources available to dioceses across the Church of England a new provision was made for this work in 2007. This support has now been specifically focused, through the Church Urban Fund, towards a Pioneer Minister post in Willington in the Diocese of Newcastle. In addition from Petertide 2008 one deacon funded from our parochial clergy remuneration budget will be deployed in our partner Diocese of Newcastle.

## CORPORATE SERVICES

PARISH GRANTS	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>
	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>
Church Inspection Fees	18		18	14		14	17		17	15		15
Faculty Fees	12		12	12		12	17		17	15		15
Other Grants	1		1	2		2	2		2	2		2
Total parish grants	31		31	28		28	36		36	32		32

### Policy/Activity Programme

- Church inspection fees – payment from the Parish Share to meet the fees for architects’ quinquennial inspections incurred by PCCs. This diocesan policy has existed for some years to encourage PCCs to comply with the Inspection of Churches Measure 1955.
- Faculty fees – payment from the Parish Share of faculty fees incurred by PCCs. This is an existing diocesan policy to encourage PCCs to comply with the Care of Churches and Ecclesiastical Jurisdiction Measure 1991.
- Continuing and New Mission grants – to assist parishes in aspects of work relating to their continuing and new mission activity.

<ul style="list-style-type: none"> <li>• DIOCESAN SECRETARY'S OFFICE</li> <li>• FINANCIAL MANAGEMENT</li> <li>• IT</li> </ul>	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Salaries, NI, pension costs	455		455	486		486	450		450	500		500
Travelling	12		12	12		12	11		11	14		14
Other expenses	29		29	36		36	23		23	25		25
Share of Diocesan Office office services				2		2						
Synodical government expenses	17		17	34		34	29		29	31		31
Miscellaneous income		60	(60)		54	(54)		62	(62)		61	(61)
Net total	513	60	453	570	54	516	512	61	451	570	61	509

## Policy/Activity Programme

The core administrative and finance work undertaken is largely related to:-

- The demands of servicing our synodical structure.
- Compliance with secular legislation in the management of our financial responsibilities arising particularly from the Companies Act 1985 and the Charities Act 1993
- Financial management services to diocese and parishes in respect of:-
  - diocesan budget preparation
  - provision of financial information to diocesan boards, committees and working parties, and to deaneries and parishes
  - diocesan and parochial investments
  - collection of the Parish Share
  - parish loans fund of approximately £1.5 million deposited by PCCs from which PCCs may borrow at rates of interest more favourable than elsewhere
  - cash management scheme whereby the National Westminster Bank gives overnight investment rates to cleared funds on PCC current accounts
- Management of Diocesan Office staff, building and office services including compliance with secular legislation affecting our employer responsibilities arising particularly from the employment and Health & Safety legislation
- Finance staff are shared with the Diocese of Guildford and Portsmouth and IT staff with the Dioceses of Guildford, Chichester and Portsmouth. Opportunities in other areas are being considered across the board for further joint working with neighbours.
- Staff costs (throughout the budget) include gross salaries, national insurance contributions and pension costs. Staff salaries have been assumed to increase by 2.0% on 1 January 2011. The final salary scheme was closed to all members in 2010 to cap future liabilities, and was replaced with a defined contribution scheme.
- Synodical Government expenses include meeting the costs incurred by committee members in travelling to meetings: the costs incurred by Channel Islands members are shared between the diocesan budget and the respective Deanery Synods of Guernsey and Jersey.

Staffing resources	No of Posts
<b>Diocesan Secretary's Office</b>	
Diocesan Secretary	1.0
PA to Diocesan Secretary	0.8
Deputy Diocesan Secretary	0.5
Support Officers	3.0
<b>IT</b>	
Share of regional team	0.6
<b>Finance</b>	
Winchester's share of 9 Finance staff	4.5
<b>Total</b>	<b>10.4</b>

DAC-PASTORAL-CLOSED CHURCHES	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Staff Costs	102		102	101		101	97		97	102		102

### Policy/Activity Programme

- Implementing ecclesiastical legislative requirements:
  - advice by the DAC to the Chancellor and PCCs on church buildings under the Care of Churches and Ecclesiastical Jurisdiction Measure 1991,
  - ensuring that records required to be kept by parishes are in an acceptable condition under the Parochial Records Measure 1978.
- Management of closed church buildings in DBF ownership.
- Administration of pastoral scheme work in accordance with the Pastoral & Mission Measure 2007

Staffing resources	No of Posts
Department Head	1.0
Buildings Officer	0.6
Pastoral Secretary	1.0
<b>Total</b>	<b>2.6</b>

PROPERTY MANAGEMENT	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Staff costs	162		162	161		161	161		161	163		163
Surveyors' expenses	13		13	16		16	17		17	16		16
Fees earned from external sources		36	(36)		11	(11)		68	(68)		22	(22)
Total charged to houses budget	175	36	139	177	11	166	178	68	110	179	22	157

### Policy/Activity Programme

- Property management services (maintenance and capital works) relating to 241 clergy houses. The pastoral care of the clergy and providing them with good, well-maintained houses is a high priority and additional budget resources for this purpose are to be achieved within existing staffing levels.
- Management of glebe properties.
- Undertaking legal requirements relating to DBF custodian trustee responsibilities of parochial property trusts under the Parochial Church Councils (Powers) Measure 1956.
- Providing advice on, and management of, projects relating to church properties as appropriate from time to time, a key resource as parishes seek to make use of their property for the development of their mission objectives.

Staffing resources	No of Posts
Director of Property	1.0
Building Surveyor	1.0
Property Administrators	2.0
<b>Total</b>	<b>4.0</b>

REGISTRAR & LEGAL	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>	<i>Expenditure</i>	<i>Income</i>	<i>Par share required</i>
	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>	<i>£,000</i>
Registrar's retainer	62	27	35	55	28	27	59	28	31	56	28	28
Other legal costs	17	1	16	21	1	20	13	1	12	18	1	17
Total	79	28	51	76	29	47	72	29	43	74	29	45

### Policy/Activity Programme

- The retainer is determined by General Synod each year in the Legal Officers Fees Order, and the Church Commissioners make a contribution in respect of the Registrar's services as the Bishop's Legal Officer.

## NATIONAL CHURCH RESPONSIBILITIES

NATIONAL CHURCH	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Training for ministry	351		351	359		359	359		359	365		365
National Church responsibilities	352		352	343		343	343		343	341		341
Mission agency clergy pensions	25		25	23		23	23		23	20		20
CHARM	97		97	100		100	100		100	104		104
Ordinands maintenance grants	83	78	5	130	77	53	98	74	24	140	78	62
Pooling of ordinands grant costs	(10)		(10)	46		46	46		46	32		32
General Synod members expenses	11		11	12		12	12		12	12		12
<b>Total</b>	<b>909</b>	<b>78</b>	<b>831</b>	<b>1,013</b>	<b>77</b>	<b>936</b>	<b>981</b>	<b>74</b>	<b>907</b>	<b>1,014</b>	<b>78</b>	<b>936</b>

### Policy/Activity Programme

- In addition to the costs of the General Synod and its committees (about 16% of the total), our contribution represents our Diocese's share of the activities undertaken on behalf of the Church of England as a whole, including the work overseen by the Archbishops' Council in the areas of Mission, Education, Social Responsibility, Christian Unity, Hospital Chaplaincies, Care of Churches, Partnership for World Mission, Heritage and central services such as Church House Publishing and Bookshop. Also included are grants and provisions for Anglican Communion activities and ecumenical activities. In response to the financial challenge of increased clergy pension contributions for the Church generally, the Council is significantly reducing central work costs.
- Costs are allocated to dioceses according to the nationally agreed Darlow formula which takes account of historic and potential resources. Those dioceses with fewer historic and potential resources receive comparatively lower allocations and by this means a significant degree of inter-diocesan support is achieved. The Darlow formula is used in allocating costs not only for national church responsibilities, but also for national training, retired clergy housing costs, ordinands' maintenance grants and pension costs of missionary societies. This diocese, although comparatively poor in historic resources, is among the wealthier in terms of potential income from church members, and thus is asked for a comparatively high share of these national costs. The Darlow formula is also used in apportioning to dioceses investment income from the Church Commissioners, and correspondingly this diocese rightly receives no income from this source.
- To contribute to the national cost of ordination training undertaken by theological colleges in accordance with a formula approved by the General Synod. It is encouraging to note that the trend in vocations is beginning to rise; this of course is bringing increased costs of training initially, followed by increasing numbers available for deployment, and eventually, the need to fund an expanding parochial ministry.
- To provide grant support for ordinands in training.
- The contribution to national church responsibilities includes this Diocese's share of the costs previously borne by the Church Commissioners of the clergy retirement housing scheme (CHARM) – covering both the costs of administering the scheme and the subsidy costs of ensuring that clergy housing costs in retirement amount to no more than 30% of their income.
- Funding for the pension costs of clergy employed by Mission Agencies which are being apportioned between dioceses and phased in over a six year period finishing in 2005 following a decision by the General Synod in 1998.

Diocesan Office BUILDING COSTS	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Water, light, heating, cleaning	35		35	30		30	41		41	43		43
Insurance	21		21	23		23	28		28	29		29
Repairs, decoration, depreciation	78		78	68		68	73		73	69		69
Garden	13		13	10		10	16		16	15		15
Loan interest	10		10	18		18	15		15	20		20
Other OAP costs net	6		6	23		23	24		24	23		23
Total Diocesan Office building services	163	0	163	172		172	197		197	199		199

Diocesan Office OFFICE SERVICES	2010 ACTUAL			2011 BUDGET			2011 PROJ OUTTURN			2012 BUDGET		
	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required	Expenditure	Income	Par share required
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
IT & office equipment	72		72	79		79	80		80	81		81
Stationery, photocopying	36		36	27		27	38		38	38		38
Postage, telephone	20		20	26		26	24		24	26		26
Training, recruitment etc	4		4	21		21	17		17	19		19
Conference Centre marketing	37	43	(6)	10		10	31	61	(30)	29	73	(44)
Less apportioned to departments	(7)		(7)				(2)		(2)			
Total Diocesan Office office services	162	43	119	163		163	188	61	127	193	73	120