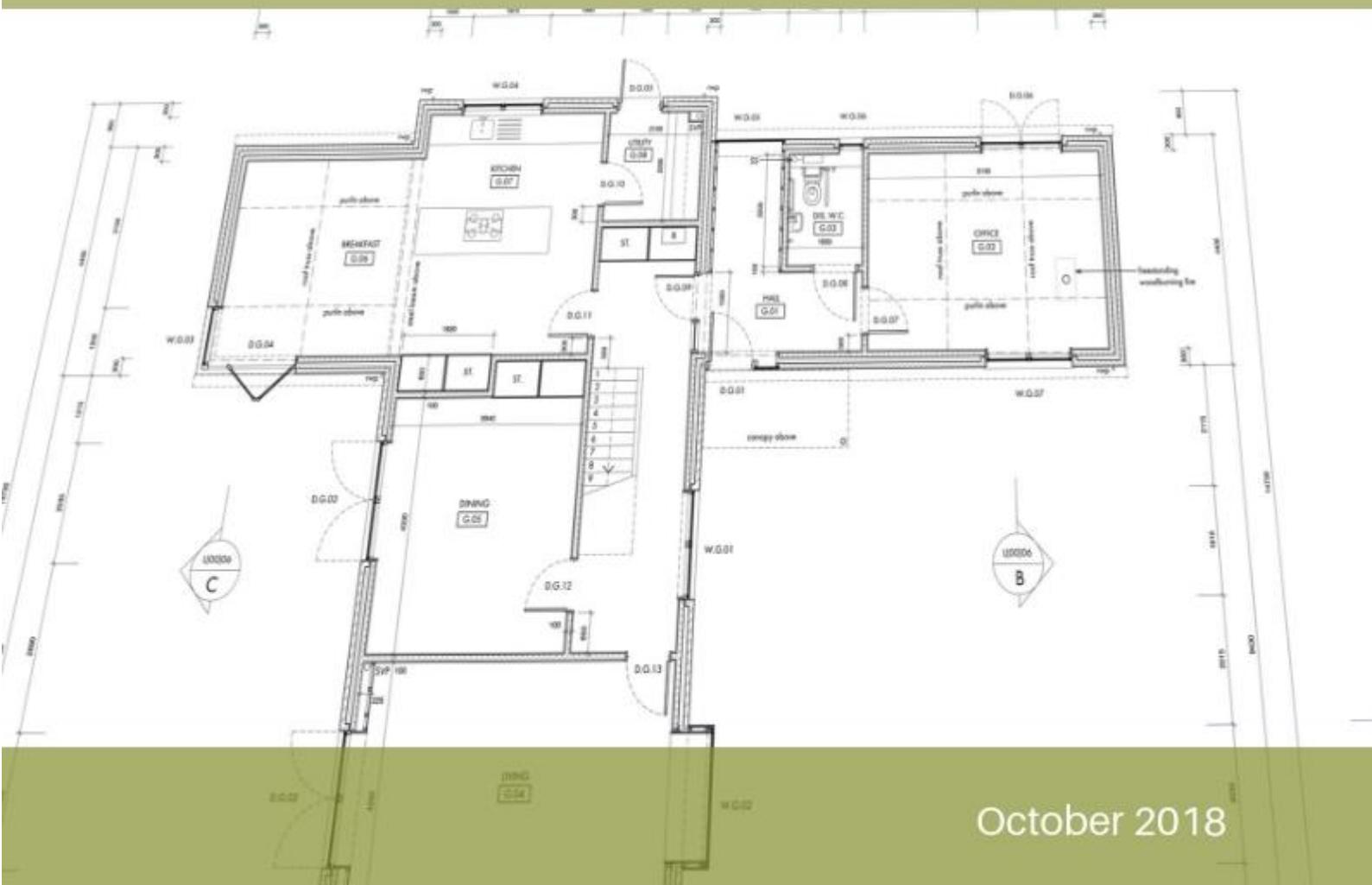


# **CLERGY HOUSES STRATEGY 2018 - 2023**



October 2018



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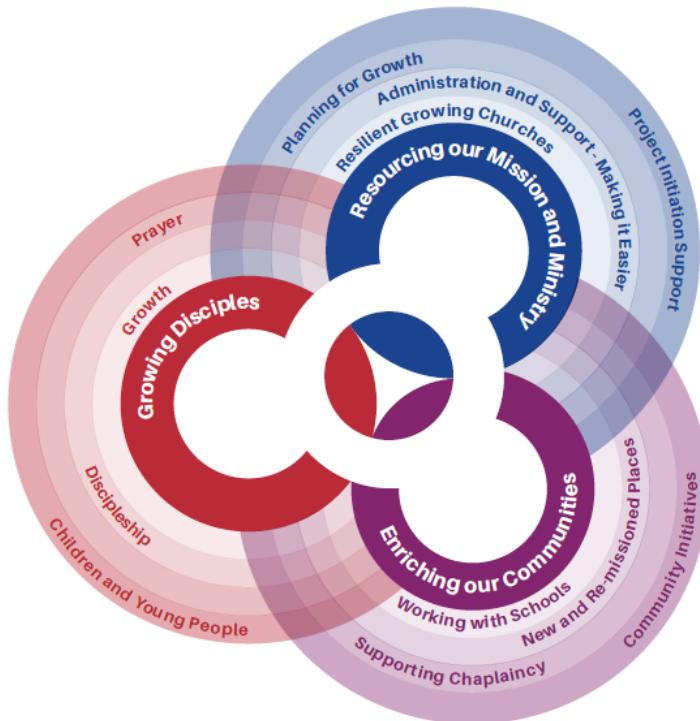
God the Creator of all,  
**grow** your church in faith;  
God the Son who saves the world,  
**enrich** us with your presence;  
God the Spirit of wisdom and understanding,  
**resource** us for your mission and ministry;  
that we may be a blessing throughout and beyond this Diocese, for we are  
**called together** to proclaim the good news of Jesus Christ our Lord.

Amen.

(from the Diocesan Strategy: 'Called Together')

## 1 Vision statement and objectives

- 1.1 This Clergy Houses strategy supports the diocesan vision 'Called Together', in particular, the core theme: "Resourcing our Mission and Ministry" (shown below).



- 1.2 This strategy also takes into account:
- the Clergy Handbook
  - the legal duties set out in the Church of England's Repair of Benefice Buildings Measure Code of Practice (relevant extract shown in Appendix 1)
  - the Church of England's: "Parsonages: A Design Guide" (more commonly known as the Green Guide) and
  - the Bishop's Guidelines for clergy 2017 (updated June 2018).
- 1.3 The Church of England wishes to continue to support a ministry living in its local community. The Green Guide states: "For many, the parsonage house represents the domestic heart of the parish, serving not only as a home but also as the base for the parson's ministry".
- 1.4 This strategy strives to follow the standards set out in the Green Guide: "for the design and building of new parsonage houses, aiming for a broadly similar standard of purpose-built accommodation throughout the country".
- 1.5 The Bishop's Clergy Guidelines state in A10.1:

**"The parsonage house.**

The incumbent is required, for the better performance of their duties, to occupy the parsonage house. Remember that the parsonage house is the incumbent's home and it is for them to decide how it is used now, even though it might have been used differently

previously. Remember also that it is the family home and we all need space, time and privacy. ... The Diocese is responsible for the provision, maintenance and insurance of the house. ... The care of the parsonage house is a joint venture between the Diocese and the occupant. Essential repairs will be undertaken by the Diocese, but funds may not be available for less urgent work and parish assistance, either financial or practical, is always welcome."

- 1.6 For this Diocese, we propose the following four-point vision statement (*links to 'Called Together' in brackets*):

That all clergy houses:

- i. Are suitable and appropriate in their use of Diocesan funds (*resource*)
- ii. Are affordable for the occupant and practical as a home and working environment (*resource*)
- iii. Facilitate mission and ministry across the Diocese (*grow, enrich*)
- iv. Achieve good standards of environmental sustainability (*enrich*)

- 1.7 This strategy plans to achieve the vision by working towards four objectives that mirror these four points. These are set out below in paragraphs 4 – 7.

## 2 **Introduction and responsibilities**

- 2.1 The Clergy Houses Committee (CHC) is a sub-committee of the Diocesan Board of Finance (DBF). It works on its behalf in the provision and maintenance of 261 homes, of which 197 are for parish clergy and 64 are for curates and other members of the clergy. These are the focus of this strategy, although there are a few other properties managed by the CHC too.
- 2.2 The DBF aims to be the equivalent of a good landlord and to follow good and exemplary practice rather than the legal minimum. This includes ensuring that, where practicable, decisions on repairs and improvements take into account any particular needs of individual clergy and their families. It is recognised that a landlords' obligations may often lead to different decisions and additional costs when compared with a private owner occupier.
- 2.3 Please see Appendix 2 for the CHC Terms of Reference.

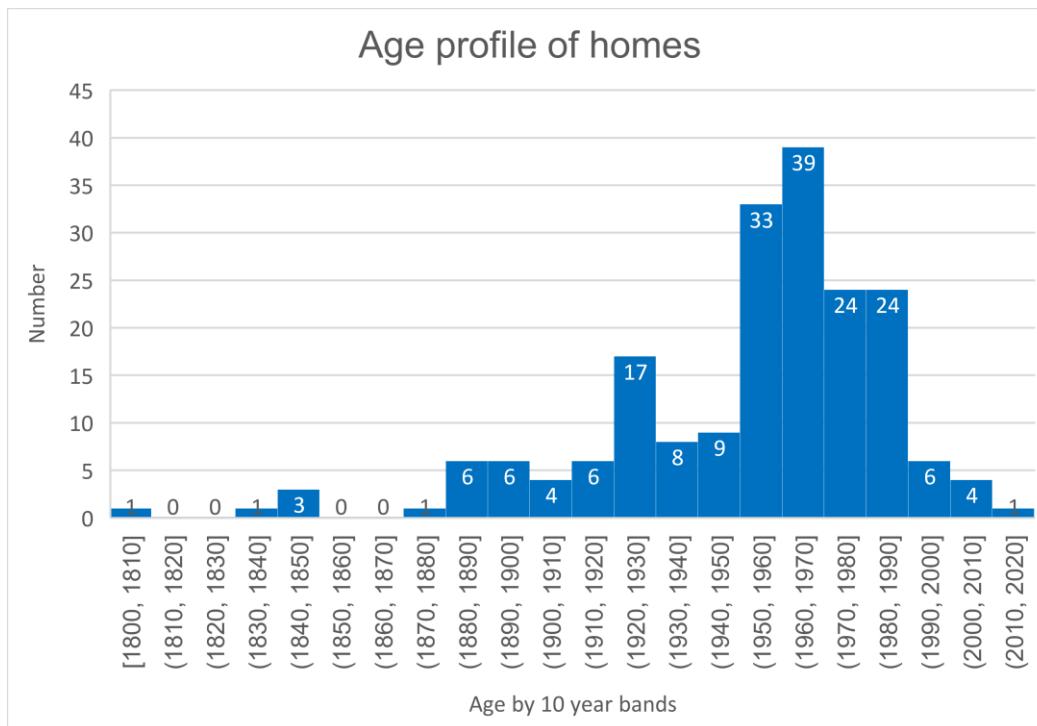
## 3 **Our clergy houses: definition, profile and maintenance costs**

- 3.1 'Clergy houses' fall into two categories:

- Benefice parsonages – owned by the benefice. The consent of any incumbent in post is required for decisions about benefice parsonages. Maintenance is a shared responsibility between the Diocese and the benefice. There is no fixed formula for this sharing of responsibility and it varies from parish to parish.
- Diocese Board of Finance properties – owned by the Diocese. They are usually

purchased to provide a home for a minister undertaking active ministry.

- 3.2 The age profile of Rochester's clergy homes is shown below:



- 3.3 It can be noted that a large proportion of properties were built in the years 1950 – 1970. This has implications for components such as roofs, doors and windows, which are now reaching the end of their life.
- 3.4 It has not been possible to compare spend per property with the age profile but this would be a useful exercise for the future.
- 3.5 The budget for maintaining these 197 clergy houses was, until recently, just over £1 million. For 2018, the budget is £675,000, which equates to £3,426 per house.
- 3.6 We have approached other Dioceses about their costs so that we can build a picture of how our costs compare. Below are the details gathered so far (2016 figures), with some further information in appendix 3:

DIOCESE	SPEND PER PROPERTY	NO OF PROPERTIES
Carlisle	£4,991	161
Ipswich	£4,770	157
Bath and Wells	£3,419 (incl curates etc)	
Chichester	£6,384 (high spend, catching up on previous underspend)	
Winchester	£5,500	190
<b>Rochester</b>	<b>£3,172</b> (£4,695 in 2015 and £2,690 in 2017)	<b>197</b>
Manchester	Total budget of £795,000 but did not advise number of properties	

Observations:

- Bath and Wells and Carlisle Dioceses use a capitalisation policy for relevant works (for example for roof renewals or kitchen replacements).
  - Our properties have a similar profile to those of Winchester Diocese.
- 3.7 The Royal Institute of Chartered Surveyors recommends spend on maintenance of let properties at between 0.91% and 1.2% of market value. Assuming a conservative average value per parsonage house of £500,000, this would indicate a budget of between £896,000 and £1,182,000 (excluding non-parsonage properties).
- 3.8 In general, it is the older houses that are on large plots and are more expensive to run and maintain. Even the gardens often have considerable costs associated with managing trees and fencing.
- 3.9 Since 2016 there has been a moratorium on spend other than for wind and weatherproof, legal or health and safety reasons. Historically, houses have been sold for the best financial return and funds raised used to support the Diocesan revenue account. From an asset and financial management perspective neither situation is sustainable.
- 3.10 From a clergy perspective, in such a moratorium, the lack of care can affect morale as their homes are not being maintained and ageing kitchens and bathrooms are not being replaced. The Diocesan Surveyors are having some difficult conversations with clergy and Parochial Church Councils.
- 3.11 Lack of external maintenance also presents a message to the wider community that the parsonage and therefore the church is in a state of decline.
- 3.12 Traditionally in the Diocese, major decisions about clergy houses are usually made as and when clergy vacancies arise, when time is of the essence. This does not always allow the best overall decision to be made.
- 3.13 In considering the future of clergy houses, it is important to be sensitive to the fact that, in some places, the property can have more significance locally than purely as the private home for the parish priest. This may be, for example, connected to the generosity of a past donor. We also have to be sensitive to potential clashes of cultures and expectations locally, whilst being clear that it is the Diocese that makes any decision.
- 4 Objective one: Are suitable and appropriate in their use of Diocesan funds**
- 4.1 Whether Clergy Houses are owned by the DBF or PCC/Trust, they are a significant asset which must be managed efficiently, from the point of view of value for money of funds used and protecting the value of the asset.
- 4.1.1 Existing Houses: we will continue to benchmark our maintenance costs with those of other Dioceses and produce a plan for maintaining and improving the whole portfolio. Where possible costs, such as for new kitchens and bathrooms, will be smoothed over the years to avoid spikes in expenditure that cannot easily be accommodated by the diocesan budget.

- 4.1.2 New build: where this is the best option, we will invest in good quality, energy efficient homes, recognising that our interest in the homes is long term. This means that new homes will usually be built to a higher standard than the Building Regulations minimum requirement, with a view to long term savings in day to day running costs and maintenance costs.
- 4.2 A plan will be developed for the long-term future of all clergy houses, where possible in consultation with clergy, patrons and PCCs. The plan will identify the preferred long-term option for each house – retention, improvement, replacement and/or disposal. It will not necessarily have precise dates but will assist the DBF in its decision making as and when clergy vacancies occur or even, in some cases, during an incumbency.
- 4.3 The CHC, with the Bishop and Archdeacons, has a role to identify surplus clergy houses and, in making any recommendations for disposal, may take the following factors into account (noting that the decision rests with the DBF and/or the Property Investment Committee):
- The interest to be sold – freehold (for a one-off capital sum), long lease (for a capital receipt and an ongoing annual income) or rented for a short-term revenue. There are differing liabilities with each and these should be costed.
  - How to achieve the best financial outcome – for example, investment to increase value, conversion to flats, whether there is a building plot and whether to sell with or without planning permission
  - The views of the local clergy and PCC – for example, if there is a particular local need, the site might be part of the solution
  - All likely costs - for example fees, financing costs etc
- 4.4 We have considered the cost of a sale and Savills has calculated that the average cost equates to 1.82% of value. The following illustration, based on a parsonage valued at £650,000 demonstrates how this is made up (using 2017 figures):

Agents Sale Fee including VAT	£9,750
Legal Fees on Sale including VAT	£2,100
<b>Total Cost</b>	<b>£11,850</b>

- 4.5 Where a property is purchased as a replacement there are additional fees which equate to an additional 1.22% of value as shown below:

Agents Purchase Fee including VAT	£5,070
Building Survey including VAT	£1,080
Legal Fees on Purchase including VAT	£1,800
<b>Total Cost</b>	<b>£7,950</b>

- 4.6 In short, the transactional costs of sale are in the order of 2% and, where a property is sold and replaced, they are in the order of 4% of the property value. This excludes our internal costs for Diocesan Surveyor in viewing properties and dealing with the provision of sales information and Diocesan Secretary in checking contracts which should be noted if not quantifiable.

- 4.7 In addition to the transfer costs are the costs of any works required to the purchased property before it is occupied.
- 4.8 The CHC will monitor whether planned net income was achieved, through outturn reports on actual costs and build any lessons learned into future decision making.
- 4.9 We also recognise that the CHC has clear delegations from Bishop's Council and that it will occasionally need to make quick decisions to support needs from elsewhere in the Diocese.
- 4.10 Where possible, we will investigate bulk discounts, potentially buying into larger procurement consortia.
- 4.11 Currently the incumbent and PCC may identify contractors for work up to a value of £250 and are encouraged to propose to the Diocesan Surveyor the use of suitable local contractors for other works.

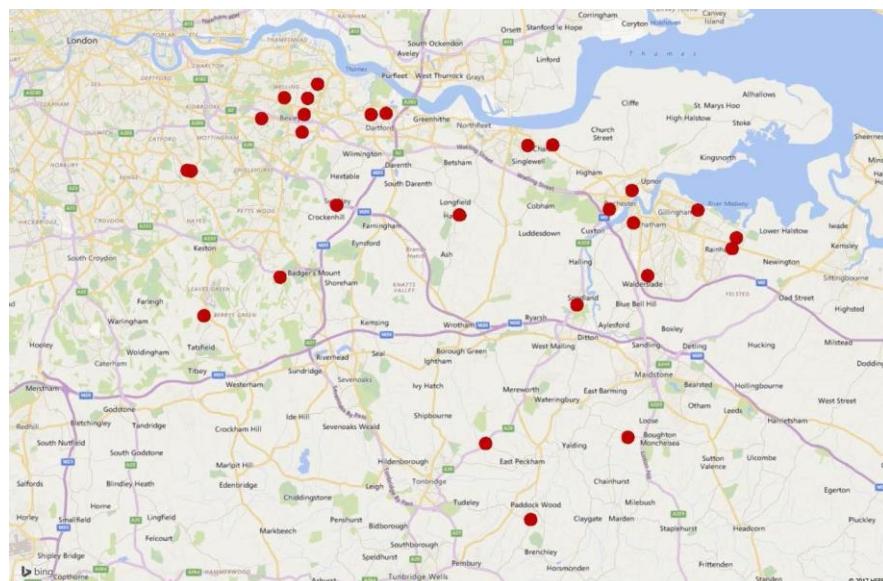
## **5 Objective two: Are affordable for the occupant and practical as a home and working environment**

- 5.1 We recognise that clergy houses are primarily clergy homes and that they should contribute to a good quality of life.
- 5.2 We will aim, over time, to achieve a position where all Clergy Houses are Green Guide compliant, comparatively low maintenance, arranged internally to enable clergy and their families to manage the demands of 'living on the job' and low cost to run as a home.
- 5.3 Where possible, clergy houses should have a reasonable sized garden and adequate parking.
- 5.4 Security of the occupants and the house are also vital considerations and are a priority concern when planning works or re-provision of a home.
- 5.5 Where large gardens are to be retained, we will consider ways of minimising the costs of maintaining trees and fencing, which can be significant both to the Diocesan and PCC budgets.

## **6 Objective three: Facilitate mission and ministry across the Diocese**

- 6.1 At present, clergy houses come from a variety of sources. Some houses are very big, cold and expensive to live in - and some clergy have also expressed concern that their large houses set them apart/above the community in which they live and work. On the other hand, some houses are too small, inadequate and/or poorly laid out.
- 6.2 In achieving this objective, we will take into account the Deanery Mission and Ministry plans. Over time it is anticipated that there will be a reduction in the number of parsonage houses.
- 6.3 Ideally, potential disposals would be identified at the earliest opportunity, to facilitate good decision making, including about any replacement homes.
- 6.4 The table at Appendix 4 sets out the criteria for replacement of clergy houses. These apply to just over 10% of the total stock.

- 6.5 Where clergy houses are expected to be empty, the Diocesan Surveyor will consult with the Archdeacon about whether it is possible to make the home available for rent.
- 6.6 As a general theme, we are looking to replace the large, older properties with large gardens with houses that are Green Guide compliant, energy efficient and good quality. Where the replacement house is new build, we will build good quality, recognising that they are, for the Diocese, a long-term investment. For 2018 we anticipate construction costs in the order of £2,250 per m<sup>2</sup>.
- 6.7 Houses owned by the DBF (for Curates, Chaplains and others) are managed within a different legal framework, as the Green Guide does not apply, with different repairs and maintenance responsibilities. They can be used more flexibly than parsonages and, historically, have been bought and sold as required to fit with deployment plans. Together with the Archdeacons, the CHC will advise the DBF on the best strategic locations for these houses, that fit with Diocesan deployment plans and minimise void periods. Where appropriate these houses will always be prioritised for clergy rather than privately let.
- 6.8 The map below shows the location of Diocesan owned curate houses. It can be seen that, of the 27 properties, 4 are in Tonbridge, 14 are in Rochester and 9 are in Bromley and Bexley archdeaconries. There are additional curate houses owned by parishes and others but these do not provide the Diocese with sufficient geographical spread to meet the variety of training opportunities or the national drive to increase the number of curates. Over time, it would be advisable to increase the number of diocesan owned curate houses, particularly in the Tonbridge archdeaconry.



- 6.9 Clergy and PCCs are best placed to understand the local community as well as the parsonage building. We will take their views into account in deciding our recommendations for the best future use of the building/plot and incorporating this into the forward plan for clergy houses. The point of contact for these conversations will be the Diocesan Surveyor and/or Archdeacon.
- 6.10 In discussions about disposal, we note Housing Justice's report: "*Faith in affordable*

*housing*' and its conclusions that best value in a church context does not necessarily equate to the best financial deal:

"The Charity Commission for England has made it clear that the doctrine of Christianity enables the 'best value' test to be passed. ... The Commission confirms that if a disposal is made in furtherance of a charity's purposes, then s.36(9) of the Charities Act 1993 permits it at less than the best price reasonably obtainable. Furthermore, 'many people would understand that part of the doctrine of Christianity is the assistance of poor and needy people and therefore activities towards those ends could be seen as a means of advancing Christianity'".

- 6.11 We understand the importance of our recommendations reflecting best value in the context of the mission of the Diocese and its social and community responsibilities. To this end, it would be useful for the Bishop's Council to formulate a policy about best value and the potential for our Diocese to engage more fully in a response to the affordable housing crisis.

## **7 Objective four: Achieve good standards of environmental sustainability**

- 7.1 The Church of England is working to enable the whole Church to address – in faith, practice and mission – the issue of climate change. The Archbishop of Canterbury, Justin Welby has stated: 'The present challenges of environment and economy, of human development and global poverty, can only be faced with extraordinary Christ-liberated courage.' ... 'Actions have to change for words to have effect'.
- 7.2 The Church of England report: 'Shrinking the footprint' tells us that the 13,000 clergy homes emit around 100,000 tonnes of carbon dioxide per year and that the average household could save around 1.5 tonnes of carbon dioxide (CO<sub>2</sub>) a year by making their home energy efficient.
- 7.3 Working within reasonable costs, we will seek to make clergy houses more energy efficient, using the nationally recognised Energy Performance Certificate (EPC) methodology. We will identify the EPC rating for each house and set a target for the average EPC rating to increase each year, as the whole portfolio reduces its impact on the environment.
- 7.4 The work to achieve this will include building new energy efficient houses and also retrofitting existing houses to improve their energy efficiency.
- 7.5 We will continue to explore ways to make our existing homes more energy efficient and environmentally sustainable. The work will include, for example: insulation and draught proofing as the first most cost-effective step, where this is possible; then installing thermostats and thermostatic radiator valves, new energy efficient boilers, double glazing, secondary glazing and replacing oil or electric heating with gas boilers where possible. We remain open to other modern technologies such as energy efficient lighting schemes, Ground Source Heat Pumps and Photovoltaic panels.
- 7.6 This objective is dependent on funding, which may come from the Diocese, the PCC or other external grant sources. Where grant programmes are available, we will maximise take up for the Diocese, noting that match funding may be required.

## **8 Resourcing this strategy**

- 8.1 This first strategy is mainly focussed on collecting information to enable good decision making. This information is partly available within current resources but a survey to identify the energy efficiency of each home and development potential of land and houses would require additional funding.
- 8.2 It is recognised that the recent budget cuts on maintenance will increase future spend and that achieving maintenance and improvement of clergy houses to the standards set out in this strategy, requires an adequate and realistic budget.
- 8.3 There will be instances where a capital investment will either create an income or reduce repair and maintenance costs in future years.

## **9 Communications**

- 9.1 The CHC will strive to have open lines of communications with the DBF, other Diocesan Committees, PCCs and clergy.
- 9.2 Feedback from clergy is always welcomed and is already part of the exit questionnaire and interview process carried out by the Archdeacons. The Archdeacons will be encouraged to pass on comments received on housing to the CHC, as appropriate.

## **10 Outcomes, actions and associated costs**

<b>OUTCOME</b>	<b>ACTION</b>	<b>COST</b>
<b><i>Objective one: Are suitable and appropriate in their use of Diocesan funds</i></b>		
Biennial benchmarking of costs	Report to CHC in September 2019	Nil
A costed 5-year maintenance plan that is supported by the DBF	Report to the DBF June 2019	Nil
Out-turn reports on actual financial position following any sales in the previous quarter.	Report to every CHC meeting	Nil
Investigate the potential of bulk discounts for maintenance costs, for example joining larger procurement consortia.	Report to CHC in December 2018 about trial with South East Procurement Consortium.	Nil
<b><i>Objective two: Are affordable for the occupant and practical as a home and working environment</i></b>		
Initial report on a plan that identifies the preferred long-term option for each clergy house.	Report to CHC March 2019	Nil
<b><i>Objective three: Facilitate mission and ministry across the Diocese</i></b>		
Efficient use of properties to support Diocesan mission and ministry plans	Continue to monitor vacant and potentially vacant clergy houses ensuring that, where practicable, rental income is maximised.	Nil

<b>OUTCOME</b>	<b>ACTION</b>	<b>COST</b>
A Diocesan policy on Best Value	Request to Bishop's Council for a policy about best value in the context of "Called Together"	Nil
A Diocesan response to the affordable housing crisis	Request to Bishop's Council for a statement on the Diocesan position	Nil
<b><i>Objective four: Achieve good standards of environmental sustainability</i></b>		
Establish a target average EPC rating for all clergy houses and annual CHC monitor of progress towards achieving this.	Identify the EPC ratings of all clergy houses to establish the current average position and to inform the development of retrofitting programme.	£21,120 (£80 per property)
Retrofitting programme in place and work commenced	Agree annual budget for retrofitting work (propose £30,000 for 2019)	£30,000 pa
<b><i>Communications</i></b>		
Feedback to clergy on the consultation responses received on this strategy.	CHC to agree feedback report to clergy at September 2018 meeting	Nil

## 11 Glossary of terms

<b>Benefice</b>	An ecclesiastical office carrying certain duties. An incumbent's benefice is therefore not a geographical area (see <b>parish</b> ) but the office to which (s)he is appointed and may comprise one or more parishes. A benefice may be a rectory or vicarage from which the incumbent is called rector or vicar.
<b>Clergy house</b>	General term that includes parsonages, curate houses and houses occupied by suffragan see, archdeacons, chaplains, pioneer ministers and other non-parochial appointments. This also includes gardens and associated land.
<b>Curate</b>	Generally used to describe an assistant curate to an incumbent. Such assistant curates are licenced to their work by the bishop.
<b>Green Guide</b>	The commonly used name for the Parsonages Design Guide.
<b>Diocese Board of Finance</b>	The Rochester Diocesan Society and Board of Finance
<b>Diocese Board of Finance properties</b>	Clergy houses owned by the Diocesan Board of Finance
<b>Measure</b>	The Church of England equivalent of an Act of Parliament. The General Synod has powers to formulate Measures which must be approved by Parliament and receive the Royal Assent. Whilst Parliament can reject a Measure it has no power to amend one. Measures form part of the laws of England.
<b>Parish</b>	The basic geographical unit over which an incumbent has cure of souls. There may be several parishes within a benefice.
<b>Parochial Church Council</b>	Representative body of parishioners elected from those on the electoral roll in accordance with the Church Representation Rules. Usually chaired by the incumbent.
<b>Parsonage Board</b>	Board appointed or designated under Section 1 of the Repair of Benefice Buildings Measure 1972 for the purposes of that Measure.
<b>Parsonage Design Guide</b>	Published from time to time by the Church Commissioners and sometimes referred to as the "Green Guide", it contains the Commissioners' advice to dioceses, architects and others on recommended standards of accommodation, design and materials when a new parsonage house is to be built. The current edition was published in December 1998.

<b>Parsonage House</b>	The official place of residence of an incumbent of a benefice. The house belongs to the incumbent in right of his or her office.
<b>Parsonage Land</b>	Generally, any land or property no longer required as the official residence of an incumbent for which future provision has not yet been made. It is formally defined by s.45 of the Endowments and Glebe Measure 1976. It does not simply mean land adjoining the parsonage house.
<b>Parsonage Measure</b>	Rules originally made by Queen Anne's Bounty under section 15 of the Parsonages Measure 1938 and amended by the Church Commissioners in 2000 and again in 2007. They set out the procedures to be followed when consulting patron(s) and Parochial Church Council(s) over the disposal acquisition and improvement of parsonages.
<b>Parsonage Measures</b>	Measures passed by the National Assembly of the Church of England in 1938 and 1947 to consolidate and amend the law relating to the sale, demolition, purchase, exchange, building, division and improvement of parsonage houses and of other property then belonging to benefices.
<b>Quinquennial Survey</b>	A building inspection report of a church or parsonage required to be undertaken every five years.
<b>Repair of Benefice Buildings Measure</b>	A Measure passed by the General Synod of the Church of England in 1972 to provide (inter alia) for the repair of parsonage houses by Diocesan Parsonages Boards and for the repair of other buildings then belonging to a benefice.

## **Appendix 1: Extract from Repair of Benefice Buildings Measure 1972**

5 Duty of Board to carry out repairs in report relating to parsonage house

(1) It shall be the duty of the Board—

(a) to commence within a period of 12 months from the date when the diocesan surveyor's report is confirmed all repairs specified in the report and relating to a parsonage house the execution of which is therein stated to be immediately necessary, and to complete them as soon as possible;

(b) to execute all other repairs so specified and relating to a parsonage house within such period as may be recommended in the report or, if no period is recommended, as the Board think expedient:

Provided that, if it appears to the Board and the bishop of the diocese that a parsonage house or a part thereof should be sold, exchanged or demolished, and for that reason it is not necessary or desirable to execute the repairs, or all the repairs, specified in relation thereto in the report of the diocesan surveyor, the Board may at any time within a period of six months from the date of the confirmation of the report, notify the incumbent that such repairs as are specified in the notice are not to be executed and giving the reasons therefor.

(2) A notice under the preceding subsection shall state the incumbent's right to make representations and the date by which the representations must be made, which shall not be less than one month from the date on which the notice is sent; and the Board shall consider any representations duly made by the incumbent, which shall be limited to the question of what repairs are not to be executed, and subsection (5) of the last preceding section shall apply to their consideration of such representations.

(3) The Board shall notify the incumbent of their decision, and the incumbent may, if not satisfied with the decision, appeal therefrom within one month from the notification thereof to the Commissioners, who shall decide the matter after consultation with the Board and the incumbent.

(4) If the report of the diocesan surveyor states that any outbuilding of the parsonage house appears to be superfluous, the Board may at any time after the confirmation of the report, notify the incumbent that they intend to demolish the outbuilding, and the last preceding subsection shall apply to any such notice, and if there is no appeal or the notice is upheld, the Board may demolish the outbuilding.

## **Appendix 2: Clergy Houses Committee Terms of Reference**

The Clergy Houses Committee shall be a sub-committee of the Bishop's Council and it shall act under delegated authority as the Diocesan Parsonages Board (the Board).

To set policies and act in connection with the provision and maintenance of housing for clergy and others working in furtherance of the objects of the Board (in accordance with the Repair of Benefice Buildings Measure 1972 and the Parsonages Measure 1938 as amended).

### **Terms of Reference**

- Receive regular financial and survey reports, all as generally described in the Repair of Benefice Buildings Measure 1972
- Consider the replacement of unsuitable parsonage houses.
- Consider the future of houses affected by pastoral reorganisation
- Make recommendations on the buying and selling of clergy houses
- Monitor progress of parsonages under construction
- Consider and make recommendations regarding policies relating to the provision and occupation of houses.
- Deal with tenancy agreements for vacant properties.
- Carry out periodic surveys.
- Arrange insurance and pay rates on parsonage houses, houses for assistant curates, dignitaries certain other diocesan staff.
- Execute works of repair, exterior and interior decoration, improvement, demolition and construction.
- Prepare annual budget submissions for consideration by the Finance Committee for both capital and revenue expenditure and, once approved to monitor income and expenditure on a regular basis.
- Consider any matters referred to the Committee by the Synod or the Bishop's Council.
- Make the appointment of agents and consultants as and when required.

### **Supplementary functions**

The Committee shall carry out any other duties properly assigned to it by the Bishop's Council.

### **Membership**

A Chair appointed on the invitation of the Diocesan Bishop by the Bishop's Council

The Archdeacons

Three lay members appointed by the Bishop's Council, one of whom should be a clergy spouse.

Three clergy members, one from each archdeaconry, elected by and from the relevant archdeaconry of the House of Clergy of the Diocesan Synod.

Up to three co-opted members with relevant knowledge and expertise appointed by the Committee.

Diocesan officers and external advisors to be in attendance as required

**Secretariat:** The Diocesan Surveyor or their deputy

No business shall be transacted unless a quorum is present. The quorum is 5 members, of which 1 must be an Archdeacon.

### **Appendix 3: Benchmarking data from other Dioceses on maintenance costs**

#### Bath and Wells

Annual budget £500k- £510k

Improvements £280k to 300k (funded by one off capital 'injection')

Total £800k approx. for 248 properties. i.e. £3,230 per home

Approx. £220k per annum from letting in vacancy.

Approx. £280k of maintenance budget is funded by the common fund.

#### Carlisle

Item	2014	2015	2016	2017	2018	2019	2020
	£000	£000	£000	£000	£000	£000	£000
Misc. repairs etc.	250	256	247	238.7	231.9	225.3	218.8
QQ repairs & improvements	345	321.5	310.5	299.8	291.3	283	274.9
Ingoing works	60	62	59.9	57.8	56.2	54.6	53
Capital Improvements	100	100	96.6	93.3	90.7	88.1	85.6
Decoration Grants	30	33	31.9	30.8	29.9	29	28.2
Fees & expenses	59.5	59.5	57.5	55.5	53.9	52.4	50.9
<b>TOTAL</b>	<b>844.5</b>	<b>832</b>	<b>803.6</b>	<b>775.9</b>	<b>753.9</b>	<b>732.4</b>	<b>711.4</b>
		98.5%	96.6 %	96.6%	97.2%	97.1%	97.1 %
Reduction year on year		1.5%	3.4%	3.4%	2.8%	2.9%	2.9%
House Nos		161	161	159	157	155	153
Average		£ 5,168	£ 4,991	£ 4,880	£ 4,802	£ 4,725	£ 4,650

#### Canterbury

For the year ended 31 December 2015

The Diocese experienced significant pressure in funding the repairs and maintenance of parsonage properties in 2015 and drew down a further £300k to assist in the funding of these works. The provision of suitable ministry housing remains a key component of clergy stipends. It is clear that the Diocese needs to provide significantly more sums from its budget in future years. An element of this funding was capitalised and is reflected within fixed asset additions.

## Appendix 4: Criteria for replacing Clergy Houses

The criteria below provide a framework for decisions about replacing and disposal of clergy houses. Please note:

- Any decision must always fit with deanery and Archdeacon's plans for the area.
- Replacement of clergy houses is the responsibility of the Clergy Houses Committee but development on associated land is the responsibility of the Property Investment Committee.

### Location

- Pastoral reorganisation – house surplus to requirement
- Location of house now inappropriate (e.g. parish boundary change)
- Location inappropriate e.g. issues of security

### Design

- Design now inappropriate e.g. affording little family privacy, with little option to alter layout
- Size too small compared with 'Green Guide'
- Garden too large and difficult or costly to maintain
- Garden too small with no privacy and/or overlooked
- Accessibility issues – perhaps accessed via steep slope or steps
- Location – e.g. area of flood liability
- Lack of suitable parking for clergy and visitors

### Age/size

- Large older property with practical limitations for improvement to make fit for purpose
- Difficult/expensive to make more energy efficient
- Listed building

### Running costs

- Difficult and expensive to maintain
- Expensive to keep home warm
- Difficult to retrofit energy improvement measures

Quote from the introduction to the Green Guide

'The Church of England wishes to continue to support a ministry living in its local community. For many, the parsonage house represents the domestic heart of the parish, serving not only as a home but also as the base for the parson's ministry. There is an understandable wish to keep some older houses as parsonages not only because of their historical associations, architectural interest or significance in the townscape or village scene but sometimes because they have housed successive generations of parsons and their families.'

Not every older house is unsuitable. An older house may relate conveniently to the church and population, be of moderate size, and capable of being repaired, improved or adapted at reasonable cost, perhaps with some financial help from the parish. But where the continued upkeep of a particular house imposes a disproportionate burden on a diocese's financial resources and perhaps is prohibitively expensive for the parson to furnish, decorate, heat, light and clean, it will be right to consider replacing it."

