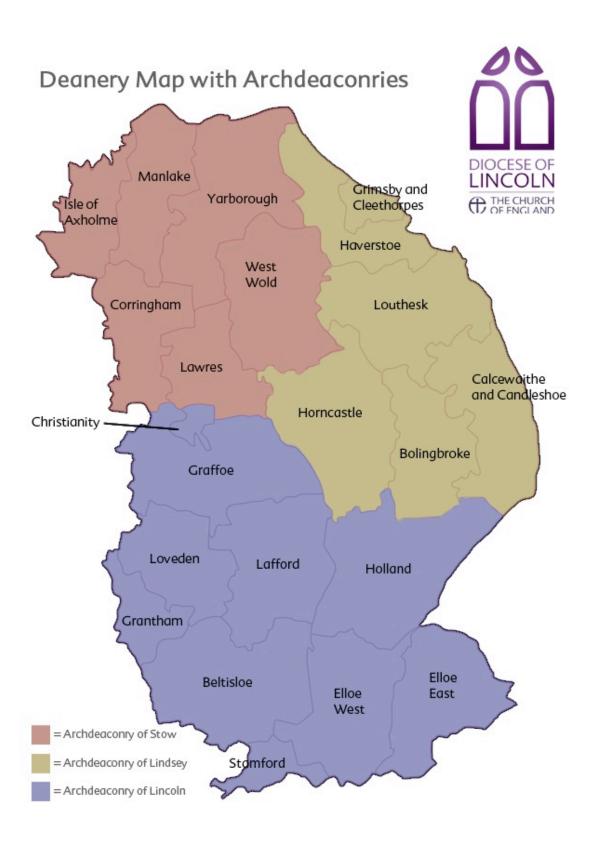
Report to

The Bishop of Lincoln



THE DIOCESE OF LINCOLN

CENTRAL SERVICES REVIEW

REVIEW COMMISSIONED BY THE THE RIGHT REVEREND CHRISTOPHER LOWSON, BISHOP OF LINCOLN

Members of the Review Committee:

The Revd Canon Richard Bowett (Chairman)

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DIOCESE OF LINCOLN REVIEW GROUP REPORT

INTRODUCTION

In December 2011 the Bishop of Lincoln invited the Revd Canon Richard Bowett, Mr Keith Robinson and Canon Air Vice-Marshal Paul Robinson to explore whether the resources provided through the Diocesan Centre met the needs for the future mission and ministry of his Diocese. The Review Group¹, chaired by Richard Bowett, has completed its review and its Report follows.

In compiling the Report, the Review Group formally interviewed all members of the Bishop's Staff, four Canons of the Cathedral Chapter, seven Committee Chairmen, six key individuals within Church House and eighteen clergy and laity from across the Diocese. The Group also received six unsolicited written reports from individuals and organisations, and attended Bishop's Staff and the Diocesan Synod. Interviewees were assured their statements would be under Chatham House rules: the Report, therefore, does not identify opinions with individuals.

The Report goes into greater depth and breadth than required to answer the specific questions posed in its Terms of Reference because, not long into the interview process, the Group uncovered other issues that needed to be addressed. Therefore, rather than following the format of the Terms of Reference, its questions are answered within a series of inter-linking sections, each section covering a specific area of interest. The Report also makes a series of recommendations, made at the end of each section and repeated separately after the main body of the Report.

The Review Group's conclusions are based principally on its contemporaneous interview notes and the statements and submissions given to it. It also drew on its experience within the Church of England and outside in commerce and public service, and on as much research as it could carry out in its short time frame: there are areas which would benefit from further work. It discounted an individual's unsupported comments: the Report only reflects the views of a significant number of interlocutors. Some of its recommendations may be controversial. Also, readers are warned that the Report's purpose is to focus on areas for improvement, not to bear witness to the excellent work that the Diocese undertakes: its apparent negativity must be placed in this context. It does not seek to imply or apportion blame: evolving circumstances often drive changes to policies that were hitherto well-founded. The unexpected departure of the Chief Executive post-dates the drafting of the Report and its circumstances have some bearing on the Diocese's current circumstances. Finally, it should be noted that the Review Group achieved unanimous consensus on all aspects of the Report, and it urges that the Report is spared further internal scrutiny and the concomitant risk of dilution. That said, its recommendations stand alone and the cherry-picking of individual proposals is possible.

The Group would formally record its appreciation of the warm reception it received from all sections of the Diocese. It was well-hosted and victualled by Edward King House. Its interlocutors were courteous, open, frank and honest, and generous with their time. Moreover, it was heartened through witnessing outstanding examples of service across the breadth and depth of the Diocese, and in particular from the body of Clergy. There is much that is excellent in the Diocese of Lincoln and the Group is confident that it can, and will, blossom and flourish further.

¹ The Review Group's Terms of Reference and biographies are attached at the end of the Report.

1. FORMAL AREA SCHEME, SUFFRAGAN BISHOPS AND ARCHDEACONS

The Formal Area Scheme was established in 2010, although drafts of the enabling Instrument exist from several years before. Its purpose was to delegate various powers from the then Bishop of Lincoln to the Suffragans, as commitments in London were diverting the then Bishop's attention. The Instrument sets out a collaborative working agreement between Bishops, with the Suffragans empowered within functional and geographic (Archdeaconry) areas. For example, the Diocesan Bishop delegated the interview and appointment process of parochial clergy. The Instrument made provision to terminate the Scheme a fixed interval after a change in the Bishops' circumstances. One such circumstance was the arrival of a new Bishop. The Scheme, unless extended by the Bishop of Lincoln, was to terminate on 31st July, 2012.

The new Bishop of Lincoln has, at present, no responsibilities outside the Diocese and might reasonably wish to focus on his role as Diocesan Bishop: the founding reason behind the Scheme no longer exists. Moreover, the Review Group finds little support within the Diocese for the Scheme's continuation. Interviewees gave the principal reason for this as the risk that, in the absence of comprehensive direction, guidance and terms of reference, the Diocese would divide into two entities, with the concomitant dangers of overlap, misunderstanding and divergence.

The current Diocesan establishment is one Diocesan Bishop, two Suffragan Bishops and two Archdeacons². The Review Group's soundings suggest that both Archdeacon posts are grossly overtasked, and the Group concludes that a third Archdeaconry should be created. Assuming the Formal Area Scheme is terminated, the Suffragans' delegated responsibilities will change at that time. This would allow the evolution of new working arrangements, responsibilities and terms of reference. Ultimately, statements given to the Review Group suggests the Diocese would be better balanced with only one Suffragan.

Recommendations:

- The Formal Area Scheme is allowed to terminate on or shortly after 31st July, 2012, and the Suffragans' Terms of Reference are amended to reflect this.³
- The Diocese's Senior Clergy should comprise:-

One Diocesan Bishop One Suffragan Bishop Three Archdeacons

2. THE DIOCESAN OFFICE

Most Diocesan Offices are expected to be the 'Centre' of the Diocese and the focal point for policy, decision-making, advice and encouragement. In the case of Lincoln, front-line clergy and others see the Diocesan Office as remote, autocratic, indecisive and lacking in transparency. Many individual members of staff are appreciated personally for their hard work and enthusiasm. However, the Chief Executive was criticised by many interviewees for his leadership style, his attitude with senior colleagues, and his habit of acting independently, often outside his terms of reference and the audit process.

² The Review Group understands the Archdeaconries of Stow and Lindsey still exist as separate entities, but the posts were amalgamated in 1991.

³ Note of action: the Bishop has extended the Formal Area Scheme to 1 January 2013.

The Review Group suggests the Diocesan Office should revert to being a 'Service Centre' facilitating the Bishops, Archdeacons, Clergy and Parishes in all areas of mission, ministry, administration and finance, working for excellence for the sake of the Gospel. There needs to be a 'can do' attitude by all staff members as they strive for ways to achieve both the strategy and vision as set out by the Bishop and his Senior Staff. In-house procedures, such as the appointment of staff, need to be correct and open; Job Descriptions and Terms of Reference should be current and up-to-date; and annual appraisals should be carried out on time, with any identified training requirement delivered and completed.

The Diocesan offices seem barely fit for purpose. Although they are modern, there are a large number of small rooms which do not lend themselves to collaborative working. The staff levels appear to be about right, but there are overlapping Departments and Committees that could be rationalised, particularly regarding their executive and governance functions.

Recommendations:

- The Diocesan Office should be re-configured as a 'can-do' Service Centre
- Job Descriptions and Terms of Reference need to be updated for all Diocesan employees and Committee members
- Staff Appraisals need to be current and completed on time
- Committees need rationalisation, and their executive and governance functions clarified

3. GOVERNANCE AND RISK MANAGEMENT

The Review Group were told that the members of some committees are unsure of their Governance responsibilities, and would benefit from appropriate training and guidance.

A full review of Governance practices should be put in place as soon as possible, as well as Risk Assessment and Management procedures. These are inter-locking and will help the Diocese to achieve its aspirations through the Bishop's strategy and vision.

Recommendations:

- The Diocese should formulate a new Policy Document for both Governance and Risk Management
- There should be a full review of the structure and responsibilities of all committees, from the Diocesan Council down
- Committee members to be trained in their responsibilities
- Finance Executive Committee (FEC) members to be trained in their responsibilities as Trustees and Custodian Trustees of both Financial and Property Trusts

4. THE POST OF CHIEF EXECUTIVE

The current postholder sees his post as Chief of Staff not as Chief Executive, as, in his own words, "the Diocesan Bishop should be the Chief Executive". This view was reinforced by many other interlocutors, who were of the strong opinion that the Diocesan Centre would be better led by a Diocesan Secretary, who would have a different Job Description and Terms of Reference.

The change of title from Chief Executive to Diocesan Secretary would in no way downgrade the role. It would require an outstanding person to fill the post, and the Diocese must be prepared to pay an appropriate level of remuneration to attract a person of the required calibre required.

Recommendation:

• The post of Chief Executive should be disestablished and replaced by a Diocesan Secretary

5. THE MANAGEMENT OF HUMAN RESOURCES (HR)

The Diocese retains a professional consultancy firm to provide HR advice and services. However, several interviewees questioned the contract's cost-effectiveness. The HR Committee appears to have no Terms of Reference, but it recommends the National Stipend level for clergy in the Diocese to the Diocesan Board of Finance and it occasionally helps with drafting Job Descriptions. In the Review Group's opinion, the Diocese is vulnerable without a better focus on HR issues.

HR remains a reasonable activity for outsourcing. A company with experience in ecclesiastical personnel management could be retained, at modest cost, to ensure that all handbooks and procedures are in place and up-to-date with the most recent changes in Employment Law. Such a contract could also, *inter alia*, assist in the production and review of terms of service, and the development and scheduling of staff reviews. On the other hand, consideration of the National Stipend rate should be retained in-house. A proposed rate could be recommended by the Diocesan Secretary to the Diocesan Board of Finance through the Bishop's Staff, after contact with other local Dioceses to ensure stipend levels are in line with each other.

The Review Group recommends that Health and Safety and Risk-Management policy should be outsourced to a professional company. This organisation should first complete a full survey, and then draft Diocesan policy for the Centre and down to Parish level.

Recommendations:

- The HR Committee is disbanded and oversight of HR issues is placed on the Diocesan Secretary
- Consultants are retained to provide HR and Health and Safety support
- The Diocesan Secretary assumes responsibility for recommending the National Stipend rate to the Diocesan Board of Finance through the Bishop's Staff.

6. CRIMINAL RECORDS BUREAU (CRB)

The Diocese has improved its CRB procedures and practice over the last few years, but informed interviewees suggested that further work is required at the implementation level. The Diocesan Safeguarding Adviser has recommended a scheme of work to achieve this. The Adviser seems very

competent in this area of work and is keen to continue on a part-time basis. Parish support and training is an important part of his role, and provision exists within the CRB budget for this.

There is still work to be done on developing internal and Deanery procedures to assure the Bishop's Staff that CRB checks are conducted on the right people at the right time. To reduce the workload on the Safeguarding Adviser and free his time for policy and audit, routine CRB checks could be outsourced to a specialist office.

Recommendations:

- The post of Diocesan Safeguarding Adviser is retained and his hours of work reviewed
- The CRB checking process is outsourced

7. PROFESSIONAL ADVISERS

In order to make sure that the Diocese is receiving a good quality, value-for-money service of advice and guidance, benchmarking exercises should be used with Stockbrokers and other professionals. It is important that all Professional Advisers are reviewed on a three-yearly basis. It is at this stage that targets for the next three years are agreed and put in place, fees reviewed and, if necessary, a change of Advisers made. The market should be tested for fee structure and services offered; it should not be assumed that once a Professional Adviser has been appointed that they are there for life

Recommendations:

- Three-yearly reviews are carried out on all professional advisers
- Benchmarking exercises are established to assess advisers' continuing value for money

8. THE JUBILEE FUND

The accounts show that this Fund will be difficult to sustain in its present form, as it relies on using reserves from the Diocesan Pastoral Account. The Fund is fed through the sale of clergy houses through the Diocesan Pastoral Account. Given the average sale price of each house is around £250,000, it means that a minimum of 21 houses will have to be sold during the life of the Fund to cover all costs and fees to professional advisers as well as clergy surplus to requirements. The reality, however, is that it will be necessary to sell more than 21 houses as the Diocesan Pastoral Account also has to provide funds for the development of any new houses. This means that the more likely figure for the sale of houses will be in the region of 30+. Moreover, selling houses might not be the best way of feeding the Fund as house prices are currently significantly undervalued. On the other hand, glebe land is at its highest in value. The Asset Committee should look at its management of all these areas and advise on the best way ahead.

The Jubilee Fund has unwittingly created a line of thinking by clergy, Parishes and others that they are presiding over decline. This attitude needs to be reversed, through the adoption of positive, optimistic and confident policies towards clergy numbers.

Recommendation: The funding of the Jubilee Fund is reviewed to assure its sustainability

9. **BUDGETING**

The budget process for the Diocese is a hugely important area of work which should be constantly looking five years ahead, linking with an overall business plan. The strategy and vision being developed by the Diocesan Bishop will determine the direction of the Diocese over that period of time and by continuous budgeting it will give opportunity for the Board of Finance to work on how funds can be provided to meet the costs. These will come in a variety of forms, through historic resources, Parish Giving, reorganisation and other external sources of funding.

The Review Group believes that the budget process for the Diocese is flawed in that it sends out the wrong message: it seeks to get everybody to see only what they can afford or want to pay for. It is quite usual for Dioceses to 'Zero Budget' on what they want to happen, and then work out where the money can be found from across all Diocesan activities.

The Diocesan level of Parish Giving is amongst the lowest in the Church of England. This is probably because the Diocesan provision of stipendiary clergy and support to Parishes has declined so significantly that they see no point in raising more. The Review Group deals with this issue later in the Report, but Giving will only improve when more full-time parish clergy are in post to affirm the Gospel, and the Bishop and his Staff, with the agreement of the Diocesan Council, have agreed their objectives of strategy and vision, and presented them to the clergy and the wider Diocese.

Recommendations:

- A new formula for Parish Giving is developed. This should run in conjunction with the discipleship and mission programmes for the future, and be mindful of what the Diocese provides the Parishes
- That a 'Zero Budgeting' process be established from 2014

10. <u>DIOCESAN BOARD OF FINANCE (DBF) AND FINANCE EXECUTIVE</u> COMMITTEE

Diocesan Council embraces the functions of Diocesan Council, Diocesan Pastoral Committee, Diocesan Synod Standing Committee, and Diocesan Board of Finance. This amalgamation was introduced to reduce the number of committee meetings needed, but it has the effect of reducing the time available for consideration of financial matters. The Review Group is concerned that there appear to be times when the members of Council, as trustees and directors of the limited company, do not have time in Council meetings properly to discharge their responsibilities.

Recommendation:

Consideration should be given to re-establishing the DBF meetings in their own right

11. STRATEGIC VISION AND LEADERSHIP

Interviewees told the Review Group that the concepts of vision, leadership, strategy and policy had become unfashionable over the last two decades. As a result, the Diocese has suffered from a lack of direction. Those consulted felt strongly that the Diocese needed the Bishop's long-term vision in order to set a framework for the development and evolution of Diocesan, Deanery and Parish strategies, policies and plans. This vision should be adopted formally by the Centre, be adhered to by senior staff, and be revealed to all members of the Diocese. Overall, those interviewed looked

forward to the Bishop exercising positive leadership within the Diocese, providing the direction required to drive forward in faith.

Recommendations:

- The Bishop assumes a positive leadership role within the Diocese
- The Bishop leads on the development of the Diocesan Vision, Strategy and Policy through the Bishop's Staff. These should be approved by the Diocesan Council⁴ and passed through Diocesan Synod before promulgation to the Deaneries

12. CLERGY RECRUITING, TRAINING AND DEVELOPMENT

The right number of motivated and well-trained ministers is essential to the Diocese's Ministry and Mission, but the unanimous view of those consulted by the Review Group was that the Diocese has failed to secure them. There are some success stories: initial training for Readers and Ordinands is good, and Readers are properly led and supervised by the Warden of Readers (other volunteer ministers would benefit from similar quality leadership). However, a lack of consistent strategy and policies has led to systemic failings elsewhere.

Statements suggest that curate placement has sometimes been inappropriate and the quality of curate training inconsistent. Some curates apparently leave Lincoln Diocese after their curacies because they cannot find appointments within the Diocese: it would seem logical to manage the curacy scheme with the aim of filling clergy vacancies. Posts are said to be poorly advertised in general and, although the Group received no direct evidence, some interviewees thought that there has been a conscious policy to conceal vacant posts from senior curates. The challenges posed by large Parish Groups are allegedly perceived by appointers as beyond the capabilities of inexperienced ministers, regardless of their background prior to ordination.

Inconsistent attitudes towards Ministerial Development Review (MDR) have resulted in slippage in the deadline for its introduction. A 42-strong team of 'Bishop's Reviewers' has been recruited, although some interviewees felt that a review should be compiled at least in part by the subject's line managers. Some 200 Common Tenure and mixed tenure clergy will be subject to MDR: only a small minority of the 60 Freehold clergy have opted-in. So far, therefore, a valuable tool for identifying Continual Ministerial Education (CME) needs, and spotting latent talent, has not been applied. The delivery of CME was cited as haphazard. As a result, many ministers receive none unless they organise it themselves. At least one Deanery has set up its own CME system.

The recruitment and retention of quality clergy is perceived by many of the Group's interlocutors as difficult. The advertising of clergy appointments is seen by some as patchy and untimely; and therefore failing to reach many potential candidates. Although the Diocese has a reputation for providing good-quality housing, its geographic remoteness is seen as a deterrent. It is also reputed to favour those of Liberal Churchmanship.

It was reported to the Group that outstanding service goes unrecognised, with a perception that few clergy are recommended for the Preferment List regardless of talent. Chaplains feel left out of the Diocesan family. Finally, clergy are allowed to retire with little recognition of their service and achievements. Overall, Diocesan clergy feel undervalued, and their morale suffers accordingly.⁵

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⁴ The Diocesan Council holds policy-making in its Terms of Reference.

⁵ In the Ministry Division's 2011 'Experiences of Ministry' survey, clergy from the Diocese rated their support against four key criteria. The results ranked Lincoln between 40th and 42nd out of the 42 English mainland Dioceses.

Recommendations:

- The whole-life oversight of ministers (comprising all advertising, recruiting, training and development activities; both for lay ministers and ordained clergy, and including the Diocesan Director of Ordinands (DDO) and Warden of Licensed Volunteer Ministers) should be brought together under a Director of Ministry (DOM) of Archdeacon status. This post should report directly to the Diocesan Bishop and sit on Bishop's Staff. The DOM would be charged with providing the Diocese with the right number, type and quality of ministers
- The Warden of Readers assumes oversight of all voluntary ministers, and is re-titled 'Warden of Licensed Volunteer Ministers'
- MDR is revitalised and introduced for all clergy as soon as practicable. Reviewers should include at least one of the subject's line managers
- CME be developed and implemented
- Ministers are recognised, appreciated and rewarded for their work through public recognition; for example through the Press, a Bishop's Commendation or a Diocesan Medal. The Bishop should personally oversee the development of promising clergy to help prepare them for senior roles. Preferment should be freely and honestly awarded
- Clergy from all branches of the Church are perceived as welcomed into the Diocese
- Steps are taken to ensure Chaplains are fully included in the Diocesan family

13. EFFICIENCIES THROUGH CO-OPERATION

The Review Group concludes that savings and/or efficiencies could be made by sharing and amalgamating management and support functions with those of the Cathedral, as already takes place in other Dioceses. A straight forward area for co-operation with the Cathedral is accountancy support, already agreed as practicable between the Dean and the Diocesan Chief Executive. CRB is already shared, but other administrative functions such as HR and Health and Safety should be included.

The Diocese Communications Directorate is confident that it could provide the Cathedral with a more effective and economic reprographics service than the commercial contract the Cathedral currently utilises. It could also share the Diocese's Duty Press Officer system. Establishment uplift to the Directorate of one full-time and one part-time post might be required. The Communications Director currently reports to the Bishop (as his Press Officer) and to the Chief Executive (for other Media functions). These arrangements should be replicated for the Dean and Chapter Clerk/Chief Executive.

The Cathedral's ambition to develop its Education Department's schools outreach programme would point to co-operation with the Diocese Education Directorate. Further, the world-class quality of the Cathedral Music Department argues for it to take a lead role in music across the Diocese. Finally, the Cathedral could prove a powerful partner in the Diocese's Discipleship and Fresh Expressions initiatives. In these collaborative ventures, the stronger department should take the lead.

A more radical approach with the potential for significant savings and efficiencies is a co-located, combined staff supporting Diocese and Cathedral under a single Clerk/Secretary. Full co-location

would require building rationalisation and up-front investment. The concept of such a joint staff would require further detailed work.

Recommendations:

- The Bishop, Dean, Diocesan Secretary and the Chapter Clerk/Chief Executive should consider the following:-
 - Creating combined Diocese/Cathedral departments for Accounts, Media & Communications, and Administrative Support (HR, Health and Safety and CRB.)
 - Co-ordinating Diocesan and Cathedral Education, Music and Mission initiatives through integrated offices; the Diocese adopting the lead role in Education and Mission, and the Cathedral leading on Music
 - Commissioning a feasibility study into a fully-integrated, co-located Management and Support Staff

14. NEW ERA AND CLERGY NUMBERS

The Diocese, since the 1990s, has experienced a growing affordability gap between the costs of clergy stipends on the one hand, and Historic Income and Giving on the other. The New Era doctrine sought to bridge this affordability gap in two ways: firstly by encouraging the replacement of stipendiary clergy with volunteer lay ministers; and secondly through the increased efficiencies stemming from the creation of Super-Deaneries by joining rich and poor in a spirit of Mutuality. Each Deanery would draft its Mission and Management Plans, balancing its clergy numbers with revenue from Parish Shares and its portion of Diocesan Historic Income. Some novel and effective forms of Ministry have resulted.

There is, however, widespread dissatisfaction with the New Era approach, and the view prevails that the strategy has run its course. The Super-Deanery concept was apparently removed prior to the New Era's endorsement by Synod, although Deanery amalgamation has remained an ambition by some. That said, many Deaneries hold a selfish suspicion that amalgamation will benefit the lazy at the expense of the successful: few amalgamations have taken place and the Diocese has been unable to harness the greater efficiencies that might have resulted. Parishes feel that stipendiary clergy numbers have been cut too far and too fast, and that volunteer lay ministers and retired clergy lack the effectiveness of full-time stipendiary clergy. Interviewees report that anomalies in the New Era formulae for the distribution of Historic Income have unfairly distorted Deanery budgets: some have gained, others lost. The overall effect has been to impact adversely Mission and Ministry with the number of tax efficient planned givers falling by 9% in 2010.

Several Deaneries have defied the New Era strictures and refused to accept the strategy of decline which they feel it represents. By aggressive fund-raising they have been able to afford more stipendiary clergy than the New Era model envisages. Though an understandable reaction, such an option is available only to wealthy Deaneries: at worst, it could lead to a bourgeois church functioning only in areas which can afford to pay. An alternative system would be to encourage

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⁶ Between 2000 and 2011, the number of stipendiary clergy in the Diocese fell from 226 to 152, a reduction of 33%, whilst Norwich fell by 7%. The national average reduction was 16%. Based on its area and number of churches, Lincoln's national proportion of stipendiary clergy should be more than twice its actual number. Giving as a % of average income was 2.6% in 2009, compared with a 3.4% national average, ranking Lincoln 41st from 43. At the same time, weekly attendance fell by 17% compared with the national average fall of 10%, despite Lincolnshire's population increasing by 6%. *Source: CofE Research & Statistics data (see appendix)*

wealthy Deaneries to self-fund increased staff levels and at the same time provide mutual support to those Deaneries in less well-off parts of the Diocese, perhaps through increased Share or the redirection of Historic Income.

Recommendations:

- Recognise that New Era and its model for allocating clergy and Historic Income to Deaneries has run its course
- Devise a new model that encourages Deaneries to fund extra clergy and staff whilst providing mutual support to less prosperous areas. The Diocese of London's scheme might provide guidance
- In the interim, utilise the Diocesan Reserve to pump-prime the staff resources necessary to kick-start Deanery revival⁷

15. HISTORIC CHURCHES

The large number of Grade I- and II-Listed village churches gives the Diocese's rural Parishes a particular challenge. Some are sufficiently endowed to maintain their churches but most find it a significant burden. Small congregations of 10/20 souls in particular struggle valiantly just to raise the funds required to pay Parish Share, clergy expenses, utilities, insurance and maintenance (typically over £20,000 per annum), before saving for contingencies is considered. Lead theft is a prevalent crime that, after several occurrences, renders a church uninsurable. Villages are fiercely protective of their churches, and a Parochial Church Council can easily become focussed on maintaining its church to the exclusion of all else. Deaneries and their Parish Groups are, from a pure business perspective, attempting to keep open more churches than economically justified. Less churches in a Parish Group would reduce the financial burden on parishioners, and result in larger congregations, self-sustaining Deaneries and more funding available for salaried clergy. The Diocese needs to develop a strategy for the number of churches its Parish Groups maintain.

As the Review Group has argued earlier, the New Era strategy often results in the withdrawal of a Parish Group's stipendiary priest, which in turn reduces effective Mission, Ministry and focus for fundraising. The result is a downward spiral of despair: reduced Mission and Ministry leads to smaller congregations and less Giving until the Parish church becomes unviable. The burden of maintaining the church in a safe state then usually falls to the Diocese. A policy is required for unviable churches.

Alternatively, early intervention through access to the Diocese Reserve and other grants could reverse this cycle and, in the long term, save the Diocese money. Initiatives to improve churches' economic viability could include solar PV panels, lead replacement and, where no other village facility exists, the fitting of kitchens and lavatories to facilitate their utility as Parish halls.

Recommendations:

• The Diocese develops a strategy for church buildings and a policy for unviable churches

• The Diocesan Reserve and other grants are used to stimulate capital programmes aimed at improving the economic viability of historic churches

⁷ The formation of a 'Diocesan Mission Fund' will be covered later.

16. DIOCESAN MISSION FUND

The Review Group has argued earlier in the Report that recent policies and circumstances have reduced the number of full-time, stipendiary clergy within the Deaneries. This has in turn adversely affected Mission, Ministry and Giving. Further, the financial demands of maintaining the stock of Listed churches placed an almost intolerable burden on many rural Parishes. Interviewees felt strongly that more full-time priests are required to lead and inspire their Parishes in Stewardship and Giving, and to raise funding levels so Deaneries become financially self-sustaining: excess Giving would be available to poorer Deaneries through Mutuality. In addition, Rural Deans would benefit from extra administrative support to free them for Mission and Ministry tasks. However, there is no funding readily available to finance the additional resources required. The Review Group, therefore, proposes the creation of a Diocesan Mission Fund.

This Mission Fund, controlled by the Bishop in Council, would be used to pump-prime the Deaneries for the limited period through to self-sustainment. It could also be used, in the longer term, for other Mission-orientated Discipleship initiatives such as Fresh Expressions. A trial could be conducted before the scheme was introduced on a Diocesan basis. As an example, the funding of some 40 additional key clerical and administrative posts, selected to generate the momentum required for Deaneries to reach self-sustainment within five years, would require a Mission Fund with an initial capitalisation from the Diocesan Reserve of £2 million in Year One, and an income of £0.75 million in each of Years Two, Three, Four and Five: a total of £5M.

The Review Group understands that the Asset Committee's current strategy for the Diocesan Reserve is to maximise capital growth. It is suggested this be revised so the Reserve is only grown by a suitable index to retain its value, and its income is rendered to the Mission Fund.

The Mission Fund could also be utilised to offer grants for the procurement of administrative support such as office facilities and IT, to drive forward other Discipleship initiatives within the Deaneries. It could also provide grants towards projects aimed at stabilising the financial position of Parish churches. With the financial burden of its church eased, a Parish could then focus its fundraising in support of Mission.

The Mission Fund should, in principle, be directed to front-line Deaneries and Parishes. It should not normally be used to increase the number of Diocesan Centre posts: these should already be sufficient to provide the staff support required. That said, consideration could be given to the creation of a 'Director of Mission' to coordinate all Mission initiatives and the disparate staffs employed thereon. This responsibility might be undertaken by a Suffragan Bishop. In time, the Mission Fund could absorb the Jubilee Fund.

Recommendations:

- A £5 million Diocesan Mission Fund, controlled by the Bishop in Council, is created and sustained from the Diocesan Reserve. Its aim should be to stimulate Mission through pump-priming a new cadre of stipendiary Deanery clergy and/or administrators, promoting Deanery Mission initiatives and relieving the burden of maintaining Parish churches. It could absorb the Jubilee Fund. A trial could be conducted initially
- The Bishop considers the appointment of a 'Director of Mission', perhaps by double-hatting a Bishop's Staff member

17. THE OLD PALACE AND BUILDING RATIONALISATION

The Review Group has, several times, unsuccessfully sought a copy of the Old Palace business plan. The Hotel's location is attractive, although the lack of car-parking is a major challenge, and the parallel functions of Hotel, Diocesan Headquarters and Retreat seem difficult to reconcile. Several interviewees gave the Review Group figures that called into question the project's viability. For example, the Review Group heard that the break-even turnover is £30,000 per month. Further, profitability requires the booking of 60 wedding parties per annum. Interviewees believe these figures would be difficult to achieve. Moreover, they feel that running an hotel is counter to the ethos of the Diocese and a distraction to its Chief Executive/Diocesan Secretary, and a return to 'core business' would be beneficial.

The Review Group noted the plethora of Church Commissioner, Cathedral and Diocese buildings within the Cathedral Quarter. Some of these buildings are not fit for their current purpose. For example, many Cathedral offices are cramped and not conducive to management efficiency. Also, the Bishop may wish to have his Office closer to his Diocesan Secretary and staff, to enable speedy and efficient communication. It seemed to the Review Group that co-locating the Cathedral and Diocesan Offices and residences around the Cathedral would encourage dialogue, co-operation and efficiency, even if combined/integrated offices are not taken forward.

The Review Group understands that further purchases and sales of property are imminent, both by the Cathedral and the Church Commissioners. It urges that a proper, professional review, on a joint basis, be undertaken before such transactions take place.

Recommendations:

- The future of The Old Palace is revisited by independent experts
- A joint Diocese/Cathedral review of Church Commissioners', Cathedral and Diocesan property in the Cathedral Quarter is carried out, with a view to estate rationalisation and the improvement of operating efficiency

18. DIOCESAN ADVISORY COMMITTEE (DAC)

Churchwardens and others interviewed confessed to an imperfect understanding of DAC procedures despite recent improvements made by the DAC Secretary: the process requires further rationalisation and simplification. Faculties are time-consuming to obtain, and their limited term often necessitates repeat submissions. Parishes crave advice on raising grants for repairs and improvements. The DAC Secretariat is enthusiastic and knowledgeable, but demand for advice far exceeds its available time. Web-based information and processes could speed up submissions and improve access to information and advice.

Recommendations:

- The DAC Secretariat reviews and simplifies its procedures
- The DAC Secretariat expands its provision of advice on grants and project management, and develops web-based forms, procedures and access to information

19. <u>RESOU</u>RCES CONSULTANCY

The Resources Consultancy (Stewardship) Directorate consists of two full-time and two part-time posts at a cost of over £100,000 per annum. Its task is to develop Stewardship across the Diocese by helping Parishes raise their Parish Share and running costs. Of those interviewed, many regarded Stewardship as the responsibility of the Archdeacons and Deanery clergy rather than as a Central function.

Recommendation:

- Instigate an independent, in-depth review of the Resources Consultancy Directorate
- Focus responsibility for Parish Giving elsewhere in the Centre
- Involvement of the Archdeacons and Deanery clergy in the Giving process should be recognised

20. CHILDREN & YOUTH AND MUSIC DEVELOPMENT

The Children & Youth Office consists of two full-time and two part-time posts (a Children & Youth Officer, a Youth Animator, a part-time Children & Young People Support Officer, and a part-time Secretary), part-funded by Lincolnshire County Council, at a cost to the Diocese of some £80,000 per annum. There are also three part-time Music Development posts, funded until March 2014, and a part-time U2 Charist Co-ordinator, funded until December 2013, at a total cost to the Diocese Mission Initiatives Fund of £46,500 pa.

The Children & Youth Officer has been instrumental in the establishment of a successful Girls' Brigade club in Scunthorpe. Apart from this, the Review Group was told that the Office's main output had so far been the provision of 'Godly Play' toys to some Parishes. Also, the Review Group was given no evidence of output from the Music Development Office or the other posts mentioned above: their essential outputs could probably be absorbed elsewhere.

Many of these posts seem to have been established without a proper case being put to the DBF and/or financial offsets being provided. This is poor management practice as it leads to an uncontrolled growth in manpower costs.

Recommendations:

- Carry out an independent, in-depth review of the Children & Youth Office, its operations and personnel, in conjunction with the Education Directorate and the Cathedral Music Department
- Instigate an Approvals process for new posts that incorporates proper governance and financial scrutiny

21. LINCOLNSHIRE CHAPLAINCY SERVICES (LCS)

'Lincolnshire Chaplaincy Services' is an ecumenical charitable trust with a £334,000 budget, part-funded by the Diocese (£250,000), and other churches and partners. Supported by one permanent staff member and a team of volunteers, seven Chaplains are appointed to Lincoln University, John Leggott College Scunthorpe, Agriculture, the Environment, Industry in Lincoln, and Industry and Economy in North Lincolnshire and North-East Lincolnshire. It does not cover Bishop Grosseteste College, which funds its own chaplain. The Diocese is well represented on the Board of Trustees: the Chair is the Archdeacon of Stow & Lindsey.

Some of the interviewees felt this arrangement had unfairly screened chaplaincy services from the scrutiny which has fallen upon parochial Ministry, and others would abolish chaplaincies altogether. At the same time, the Anglican LCS Chaplains felt their activities made a major contribution to the Diocese's Mission, and closer ties with the Diocese would help maintain their morale and prevent misunderstandings.

Recommendations:

- Review each chaplaincy for which some Diocesan funding is provided and assess its effectiveness in Mission
- Stimulate dialogue between LCS and the Diocese (in particular the Parishes) to explain its role and function in order to deflect uninformed criticism. Encourage chaplains to visit Parishes regularly and ensure that the chaplaincies are included in the cycle of prayer

22. IT AND DATABASE

IT is the responsibility of the Communications Directorate. However, maintaining the suite of outdated hardware and software, and managing the growing Diocesan database, is now proving a significant burden. The Review Group believes it is time for proper resources in both personnel and equipment to be made available. For example, the adoption of the new Church of England 'My Diocese' database, successfully utilised by 50% of English dioceses, could be advantageous.

Recommendations:

- The Diocese employs a competent and suitably qualified IT support person, reporting to the Director of Communications
- A review of the external IT consultant, Mansys, is carried out
- The introduction of 'My Diocese' is considered

SUMMARY OF RECOMMENDATIONS

- 1. The Formal Area Scheme is allowed to terminate on or shortly after 31st July, 2012, and the Suffragans' terms of reference are amended to reflect this
- 2. The Diocese's Senior Clergy should comprise:

One Diocesan Bishop One Suffragan Bishop Three Archdeacons

- 3. The Diocesan Office should be re-configured as a 'can-do' Service Centre
- 4. Job Descriptions and Terms of Reference need to be updated for all Diocesan employees and Committee members
- 5. Staff Appraisals need to be current and completed on time
- 6. Committees need rationalisation, and their executive and governance functions clarified
- 7. The Diocese should formulate a new Policy Document for both Governance and Risk Management
- 8. There should be a full review of the structure and responsibilities of all committees, from the Diocesan Council down
- 9. Committee members to be trained in their responsibilities
- 10. Finance Executive Committee (FEC) members to be trained in their responsibilities for Financial and Property Trusts
- 11. The post of Chief Executive should be disestablished and replaced by a Diocesan Secretary
- 12. The HR Committee is disbanded, and oversight of HR issues is placed on the Diocesan Secretary
- 13. Consultants are retained to provide HR and Health and Safety support
- 14. The Diocesan Secretary assumes responsibility for recommending the National Stipend rate to the DBF through the Bishop's Staff
- 15. The post of Diocesan Safeguarding Adviser is retained and his hours of work reviewed
- 16. The CRB checking process is outsourced
- 17. Three-yearly reviews are carried out on all professional advisers
- 18. Benchmarking exercises are established to assess advisers' continuing value for money
- 19. The funding of the Jubilee Fund is reviewed to assure its sustainability
- 20. A new formula for Parish Giving is developed. This should run in conjunction with the discipleship and mission programmes for the future, and be mindful of what the Diocese provides the Parishes

- 21. A 'zero budgeting' process is established from 2014
- 22. Consideration should be given to re-establishing the DBF meetings in their own right
- 23. The Bishop assumes the authoritative leadership role within the Diocese
- 24. The Bishop leads on the development of Diocesan Vision, Strategy and Policy through the Bishop's Staff. These should be approved by the Diocesan Council and passed through Diocesan Synod before promulgation to the Deaneries
- 25. The whole-life oversight of ministers (comprising all advertising, recruiting, training and development activities; both for lay ministers and ordained clergy, and including the Diocesan Director of Ordinands (DDO) and Warden of Licensed Volunteer Ministers) should be brought together under a Director of Ministry (DOM) of Archdeacon status. This post should report directly to the Diocesan Bishop and sit on Bishop's Staff. The DOM would be charged with providing the Diocese with the right number, type and quality of ministers
- 26. The Warden of Readers assumes oversight of all voluntary ministers, and is re-titled 'Warden of Licensed Volunteer Ministers'
- 27. MDR is revitalised and introduced for all clergy as soon as practicable. Reviewers should include at least one of the subject's line managers
- 28. CME to be developed and implemented
- 29. Ministers are recognised, appreciated and rewarded for their work through public recognition; for example through the Press, a Bishop's Commendation or a Diocesan Medal. The Bishop should personally oversee the development of promising clergy to help prepare them for senior roles. Preferment should be freely and honestly awarded
- 30. Clergy from all branches of the Church are perceived as welcomed into the Diocese
- 31. Steps are taken to ensure Chaplains are fully included in the Diocesan family
- 32. The Bishop, Dean, Diocesan Secretary and the Chapter Clerk/Chief Executive should consider the following:-
 - Creating combined Diocese/Cathedral departments for Accounts, Media/Communications and Administrative Support (HR, Health and Safety and CRB)
 - Co-ordinating Diocesan and Cathedral Education, Music and Mission initiatives through integrated offices; the Diocese adopting the lead rôle in Education and Mission, and the Cathedral leading on Music
 - Commissioning a feasibility study into a fully-integrated, co-located Management and Support Staff
- 33. Recognise that New Era and its model for allocating clergy and Historic Income to Deaneries has run its course

- 34. Devise a new model that encourages Deaneries to fund extra clergy and staff whilst providing mutual support to less prosperous areas. The Diocese of London's scheme might provide guidance
- 35. In the interim, utilise the Diocesan Reserve to pump-prime the staff resources necessary to kick-start Deanery revival
- 36. The Diocese develops a strategy for church buildings and a policy for unviable churches
- 37. The Diocesan Reserve and other grants are used to stimulate capital programmes aimed at improving the economic viability of historic churches
- 38. A £5 million Diocesan Mission Fund, controlled by the Bishop in Council, is created and sustained from the Diocesan Reserve. Its aim should be to stimulate Mission through pumppriming a new cadre of stipendiary Deanery clergy and/or administrators, promoting Deanery Mission initiatives and relieving the burden of maintaining Parish churches. It could absorb the Jubilee Fund. A trial could be conducted initially
- 39. The Bishop considers the appointment of a 'Director of Mission', perhaps by double-hatting a Bishop's Staff member
- 40. The future of The Old Palace is revisited by independent experts
- 41. A joint Diocese/Cathedral review of Church Commissioners', Cathedral and Diocesan property in the Cathedral Quarter is carried out, with a view to estate rationalisation and the improvement of operating efficiency
- 42. The DAC Secretariat reviews and simplifies its procedures
- 43. The DAC Secretariat expands its provision of advice on grants and project management, and develops web-based forms, procedures and access to information
- 44. Instigate an independent, in-depth review of the Resources Consultancy Directorate; Focus responsibility for Parish Giving elsewhere in the Centre; Involvement of the Archdeacons and Deanery clergy in the Giving process should be recognised
- 45. Carry out an independent, in-depth review of the Children & Youth Office, its operations and personnel, in conjunction with the Education Directorate and the Cathedral Music Department
- 46. Instigate an Approvals process for new posts that incorporates proper governance and financial scrutiny
- 47. Review each chaplaincy for which some Diocesan funding is provided and assess its effectiveness in Mission
- 48. Stimulate dialogue between LCS and the Diocese (in particular the Parishes) to explain its role and function in order to deflect uninformed criticism. Encourage chaplains to visit Parishes regularly and ensure that the chaplaincies are included in the cycle of prayer
- 49. The Diocese employs a competent and suitably qualified IT support person
- 50. A review of the external IT consultant, Mansys, is carried out
- 51. The introduction of 'My Diocese' is considered

The Diocese of Lincoln

Central Services Review

commissioned by The Bishop of Lincoln

Terms of Reference

The Central Services Review Group will explore whether the resources provided at the centre (the Diocesan Office, 2 Archdeacons' Offices and 3 Bishops' Offices) meet the needs of the mission and ministry of the frontline. This is to be examined under four headings, with some overlap, as each connects with the other.

1. The connection between activities at the Centre and what takes place in parishes, benefices and sector ministries of the Diocese

- Has the Centre become (or is it perceived to be) a separate entity, with its own culture and values?
- Are we deploying the resources of the Diocese (both historic and from the living church) in a way that enables or disables growth at local level?
- Are we deploying the resources of the Diocese in a way that encourages Deaneries to be mission-minded and collaborative, or to be inward-looking and disinterested in mutuality across the Diocese as a whole?

2. The balance of expenditure

- Is too much held in reserve at the Centre? Should more of our historic money be spent locally to stimulate mission and ministry?
- By holding large resources in land, stocks and property, are we giving the signal that we are a wealthy organisation and that we do not need (or shouldn't, if we were more efficient and lean) to ask for very much money from the parishes? If that is so, how should we respond?
- What should we be doing to encourage a greater level of ownership in the Diocese a sense of being part of a shared enterprise and thus increase parishioners' financial commitment?

3. Are Central activities focussed in the right areas?

• Given the amount (and balance between historic and living) of money which should be raised and deployed centrally and locally, are we doing the right things with it? This is a question of scoping the activities the Centre has to do because of statute; the activities the Diocese has chosen to prioritise and the things the Centre is not doing at all, but should be.

4. Value for money?

- Is the Diocese getting value for money?
- Arising from the third question, are there savings to be made in the number of staff and if so, what would you recommend?
- Should the Diocesan Office move to more modest premises?
- Should we be looking for a greater level of partnership with, say, the Cathedral, neighbouring Dioceses or other third sector bodies?
- Are there pieces of work currently undertaken internally that could be carried out more economically by outside agencies, for example, the National Church's new payroll/HR project for clergy, national staff and diocesan employees?
- Are there areas of work for which we are currently paying outside consultants, for example, aspects of property management or legal advice, where it may be more economical to undertake these in-house by an employee?

The Bishop of Lincoln December 2011

Diocese of Lincoln

Central Services Review Group

Member Biographies

Air Vice-Marshal Paul Anthony Robinson Lay Canon OBE FRAeS

Paul Robinson entered RAF College Cranwell as a cadet pilot in 1967. He flew Harriers in Germany and the UK during the Cold War, and served as a flying instructor on the Hawk at RAF Valley. Ground appointments included tours in MOD and various headquarters. He served with the UN Protection Force, Bosnia in 1992/93 (after which he was appointed OBE for services to peacekeeping) and as the Commander British Forces, Saudi Arabia and the Persian Gulf in 1995.

He was Station Commander RAF Cranwell 1996-98, followed by 2½ years as the Deputy Commander/Chief of Staff British Forces Cyprus. He then returned to Cranwell as Commandant Central Flying School. His final tour before retirement as an Air Vice-Marshal in 2004 was as Deputy Chief of Joint Operations at the UK's Permanent Joint Headquarters, Northwood.

Rejoining the RAF in 2004 as a full-time reservist flying instructor, he trains ab-initio pilots on the 'Tutor' elementary trainer: he will finally retire in March 2013. His other interests include sailing, country pursuits and voluntary work, including with the Lincoln Cathedral Music Appeal and Fabric Fund. He is a Liveryman of the Guild of Air Pilots and Air Navigators and a Fellow of the Royal Aeronautical Society. He was installed as a Lay Canon and member of Cathedral Chapter in February 2012.

Mr Keith Robinson

Keith Robinson is a chartered accountant who worked in the City of London for most of his business career. For the period 1991 to 2000 Keith was the Company Secretary of the London Stock Exchange. From 2000 to 2009 Keith was the General Secretary of the Diocese of London. Since he retired from that post Keith has been Churchwarden of his parish church in Twickenham. He holds a number of positions in church-related organisations and is a non-executive director of a financial services company. He is a cricket fanatic and regularly goes abroad to follow the fortunes of the England Cricket Team.

The Revd Canon Richard Bowett

Prior to being ordained in 1989, he trained and worked within the commercial world for a Brewery where he undertook Management Training and later was Managing Director of a Manufacturing Company and a Retail Motor Dealership.

Following ordination he served two curacies. In 1995 he became Vicar of Watton and surrounding village parishes, Watton being a market town in the Norwich Diocese. Later he became Rural Dean of Breckland, a Police Chaplain and was on the Norwich Diocesan Board of Finance for some years. In 2002 he was appointed Diocesan Secretary for Norwich until retiring in June 2009.

Overview to Parish Finances and Giving Levels

Diocese : Lincoln

(Click on cell above and select from drop down list)

KEY	STATISTICS - 2010 DATA			
Tota	PCCs Income (£k)	£14,639	Change vs 2009	3.3%
Tota	Voluntary Income (£k)	£9,318	Change vs 2009	0.2%
Num	ber of Planned Givers	12,471	Change vs 2009	-8.9%
Aver	age Planned Giving per wk	£6.06	Rank	42

NOTE: Data for 2010 is provisional. In 2007, some definitions changed on the Finance Return to improve data quality - see comments on cells (red triangles).

PCC Income

Total PCCs Income (£k) (Diamonds on chart)

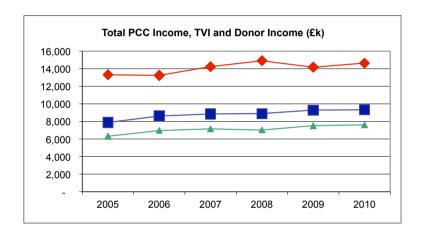
	2005	2006	2007	2008	2009	2010
Lincoln	13,312	13,243	14,246	14,913	14,176	14,639
% Change YoY		-0.5%	7.6%	4.7%	-4.9%	3.3%
National % Change		4.4%	4.3%	8.6%	3.1%	1.0%

Total Voluntary Income (£k) (Squares on chart)

	2005	2006	2007	2008	2009	2010
Lincoln	7,882	8,616	8,851	8,889	9,300	9,318
% Change YoY		9.3%	2.7%	0.4%	4.6%	0.2%
National % Change		4.4%	13.2%	2.3%	0.3%	1.7%

Total Donor Income (£k) (Triangles on chart)

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	2005	2006	2007	2008	2009	2010
Lincoln	6,304	6,959	7,146	7,017	7,517	7,607
% Change YoY		10.4%	2.7%	-1.8%	7.1%	1.2%
National % Change		4.1%	4.4%	13.7%	1.5%	2.0%



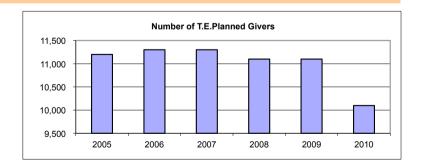
Tax Efficient Planned Giving Statistics

Total Tax Efficient Planned Giving (exc Gift Aid reclaimed) (£k)

	2005	2006	2007	2008	2009	2010
Lincoln	2,996	3,367	3,172	3,192	3,376	3,526
% Change YoY		12.4%	-5.8%	0.6%	5.8%	4.4%
National % Change		5.2%	6.0%	4.4%	2.0%	1.9%

Number of Tax Efficient Planned Givers

	2005	2006	2007	2008	2009	2010
Lincoln	11,200	11,300	11,300	11,100	11,100	10,100
% Change YoY		0.9%	0.0%	-1.8%	0.0%	-9.0%
National % Change		0.7%	-2.6%	0.2%	-1.0%	-1.6%

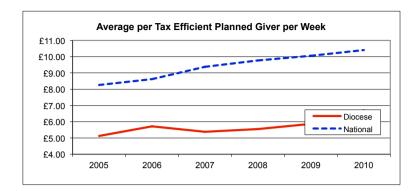


Average per T.E.Planned Giver per Week (Actual)

	2005	2006	2007	2008	2009	2010
Lincoln	£5.12	£5.71	£5.38	£5.55	£5.87	£6.70
% Change YoY		11.5%	-5.8%	3.0%	5.8%	14.3%
Rank (43 Dioceses)	41	41	43	43	43	42
National	£8.26	£8.62	£9.38	£9.77	£10.06	£10.41
National % Change		4.4%	8.8%	4.2%	2.9%	3.5%

Average per T.E.Planned Giver per Week (At 2005 Prices)

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	2005	2006	2007	2008	2009	2010
Lincoln	£5.12	£5.54	£5.00	£4.95	£5.27	£5.75
% Change YoY		8.0%	-9.7%	-0.9%	6.3%	9.2%
National	£8.26	£8.35	£8.71	£8.73	£9.03	£8.93
National % Change		1.2%	4.3%	0.2%	3.5%	-1.1%



PLANNED GIVERS & GIVING

Other Planned Givers

Lincoln	2005	2006	2007	2008	2009	2010
Other Planned Givers			3,724	3,111	2,595	2,371
Other Planned Giving (OPG) £k			501	467	424	404
OPG per Giver per Week			£2.59	£2.89	£3.14	£3.28
National OPG per Giver per Wk			£5.08	£5.83	£6.28	£6.33

Percentage of Planned Givers giving Tax-Efficiently	81%
National Average Comparison	83%

All Planned Giving

Lincoln	2005	2006	2007	2008	2009	2010
All Planned Givers			15,024	14,211	13,695	12,471
All Planned Giving £k			3,673	3,659	3,800	3,930
PG per Giver Per Week			£4.70	£4.95	£5.34	£6.06
Rank (43 Dioceses)			43	43	43	42
National			£8.56	£9.06	£9.40	£9.71

Total Planned Givers as % of "Church Members"	67%
National Average Comparison	69%

Giving in Relation to Incomes

Giving as Percentage of Estimated Average Income

	2005	2006	2007	2008	2009	2010
Lincoln	2.2%	2.5%	2.2%	2.3%	2.6%	2.5%
Rank (42 Dioceses)	42	40	42	42	41	40
National Comparison	3.1%	3.2%	3.4%	3.4%	3.4%	3.3%

Opportunity:

If Giving reached the "Giving for Life" challenge of 5% of take home pay: Additional Income in £'000k: £7,574

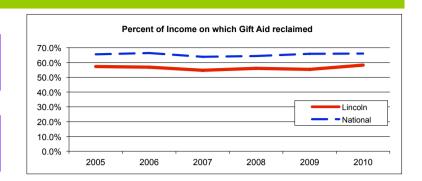
Gift Aid Recovery

Gift Aid Recovered (£k)

	2005	2006	2007	2008	2009	2010
Lincoln	871	955	949	952	1,008	1,066
% Change YoY		9.6%	-0.6%	0.3%	5.9%	5.8%
National % Change		5.6%	9.9%	2.3%	2.1%	2.3%

Percentage of Donor Income on which Gift Aid is recovered

3						
	2005	2006	2007	2008	2009	2010
Lincoln	57.3%	56.8%	54.7%	56.1%	55.3%	58.2%
Rank (42 Dioceses)	39	41	40	39	41	40
National	65.5%	66.4%	63.8%	64.4%	65.8%	66.1%



Legacy Giving

Total Legacy Income to PCCs (£k)

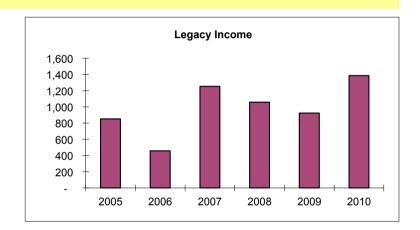
	2005	2006	2007	2008	2009	2010
Lincoln	851	457	1,254	1,058	924	1,387
% Change YoY		-46.3%	174.4%	-15.6%	-12.7%	50.1%
National % Change		10.8%	0.9%	5.2%	-11.3%	2.7%

Number of Legacies

	2005	2006	2007	2008	2009	2010
Lincoln	110	115	100	115	125	135
% Change YoY		4.5%	-13.0%	15.0%	8.7%	8.0%
National % Change		-3.6%	-12.2%	2.8%	-4.6%	-4.0%

Average Legacy Gift

	2005	2006	2007	2008	2009	2010
Lincoln	7,736	3,974	12,540	9,200	7,392	10,274
National	7,292	8,381	9,631	9,852	9,156	9,790



Charitable Giving out from the PCC

Charitable Giving out from the PCC (£k)

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	2005	2006	2007	2008	2009	2010
Lincoln	606	580	483	448	536	574
% Change YoY		-4.3%	-16.7%	-7.2%	19.6%	7.1%
National % Change		-8.4%	8.5%	2.4%	-5.8%	0.2%

Charitable Giving out from the PCC expressed as % of Unrestricted Income

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	2005	2006	2007	2008	2009	2010
Lincoln	5.8%	5.5%	4.1%	3.7%	4.7%	5.1%
National	8.2%	7.2%	7.3%	7.2%	6.8%	6.8%

