

# One Body, Many Parts

*- a plan to release resources, both in time and money value, by de-coupling Church administration and support functions from its ministry.*

A set of proposals prepared by Gavin Oldham for submission to the House of Bishops

August 2002

**Private & Confidential**

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## 1. Introduction

- 1.1 The Church faces a considerable financial challenge, as described in the 'Forthcoming Financial Issues' report. The combined cost of the requirements of the pension fund (as assessed in the 2001 actuarial valuation) and the stipend aspirations proposed in 'Generosity and Sacrifice' could amount to well over £40m p.a.
- 1.2 Whilst appeals for more giving may go part of the way to meet this challenge, it is very unlikely that sums of this scale can be raised without a wholesale re-examination of the way we work. Indeed many question why more giving to the Church rather than charity is justified when the inefficiencies (and thus the expense) of our traditional structure remain so evident. Many Dioceses are already under severe financial pressure: inevitably the choice looks like that between the generosity of the stipendiary package or the sacrifice of considerable numbers of stipendiary clergy.
- 1.3 This paper describes a different approach in which both the integrity of clergy remuneration and the scale of active ministry can be retained intact: potentially releasing up to £20m p.a. for this purpose. It also aims to release both clergy and lay time from administration and support into mission and ministry: therefore to make the Church more effective in its outreach and its appeal to those who place Christ first.

## 2. Theological comment

- 2.1 St Paul writing in *1 Corinthians Ch 12* gives the most direct guidance on matters of Church co-ordination. He begins by exploring how God gives different gifts to different people, all brought together in one body by the Spirit. In v 4: "There are different kinds of gifts, but the same Spirit. There are different kinds of service, but the same Lord".

He goes on to urge respect for each no matter what his/her gifts, and the significance of each part in its contribution to the whole, no matter how mundane it appears.

- 2.2 However the distinction between the parts is unambiguous, and the chapter concludes with the ringing set of questions: "Are all apostles? Are all prophets? Are all teachers? Do all work miracles? Do all have gifts of healing? Do all speak in tongues? Do all interpret?"

Just before those questions St Paul singles out "those with gifts of administration", but in the Church we do not draw such a clear distinction. At every level – parish, deanery, Diocese, Church House – we mix mission, ministry, support and administration together. And more often than not valuable time for the former is lost because the soft option is to spend more time on the latter.

It is notable that in *Acts 6* there is a further clear segregation of function in the appointment of the seven, including Stephen.

- 2.3 In my opinion this failure to distinguish between gifts is the single largest problem we face in the Church of England:

- it detracts from our ability to speak out for Christ
- it deters young people and those with evangelical zeal from finding a home with us
- it costs us many £m per annum in both direct additional cost and indirect loss of opportunity.

- 2.4 There are, however, other theological questions arising from the proposals. The most significant is to understand what is the "basic unit" within the Church. Our ecclesiology and history has led us to understand that the geographical diocese is that unit, and in these proposals I have left the diocese intact as a key centre for mission and ministerial leadership. However, the proposed restructuring will provide an opportunity for a more flexible episcopate in the future : an episcopate that can better respond to sector needs, and whose release from administration will allow for more movement and visibility. It also recognises the themes of mutual support which are so evident in *2 Corinthians Ch 8*.

At the episcopal level the issue of Freehold is not directly impacted by these plans, since it is not proposed to alter the structure of existing dioceses. However, it is an issue at the parochial level, as mentioned in Section 4.1.

So there are underlying questions about the place of the diocese and its bishop in the life of the Church, and no doubt some will see problems in the exercise of power and influence in a changing environment. It is for these reasons that the proposals are being submitted first to the House of Bishops, who must continue to give leadership in the 'shapes of Church to come'.

### 3. Overview

- 3.1 This plan examines all significant elements within the structure of the Church of England and seeks to re-define and re-allocate roles for its parts in order to overcome the problem of excessive and duplicated administration and support. It makes recommendations for all levels:-
- **Parishes/benefices and deaneries:** ordained ministry should serve the parishes but be co-ordinated by the deanery. The plan therefore seeks to move away from the 'tied parish/benefice' concept, to accept that the PCC is essentially an administrative element, and to build the mission and ministry role of the deanery. This focus on deaneries was foreshadowed in the 1987 Tiller report.
  - **Dioceses/regions and the national church:** all administration and 'Boards & Councils' – type support work should be stripped out of the historic Diocesan structure and moved to four regional centres, which would work closely together and with the national church. Each of these regions, which are based on combinations of those in the Government's Regionalisation proposals, would operate a number of 'Deanery Co-ordination Units' which would provide support at the local level where this could not be provided effectively regionally. Regionalisation was first proposed in the Turnbull report 'Working as one Body'.
- 3.2 In introducing a regional perspective, these proposals also provide a potential response to section (d) of the Regionalisation debate at General Synod in July 2002 : " That this Synod ... encourage the Archbishops' Council and the House of Bishops to consider how far the Church of England should adapt its own structures in the light of the growing significance of regions in England and to report by July 2003." The proposals do not, however, follow directly from that debate: to the contrary, the logic has been applied exclusively from the viewpoint of the Church, and its relationship to secular regionalisation is a coincidental opportunity.
- 3.3 Particular attention has been given to the relationship and liaison between the local and the regional levels, and the proposed Deanery Co-ordination Units play a significant role in this respect. These Units will, therefore, minimise the risk of parishes feeling a sense of remoteness from regional activity, and ensure that regional work remains live and well co-ordinated with local needs.
- 3.4 The overall effect, however, will be to concentrate administration and support resources in the regions. Sufficient ministerial support must remain available for diocesan bishops in their role of leading mission and ministry; but the retention of excess resources at the diocesan level would run the risk of adding 'another layer' without achieving the required economies of scale. The future deployment of work currently done at diocesan level is, therefore, the key question facing the next stage of detailed analysis, and most outstanding questions will be answered as a result of this work.

- 3.5 A potential design for regional organisation is shown in Schedules 1 and 2. The latter differs from the Turnbull proposals for Regional administration in two respects: the number of Regions is two less than that proposed in 'Working as one body', and the plan in Schedule 2 also seeks to achieve both geographical and population balance. If the next analysis stage is authorised, this structure will be used to evaluate future operating costs and compare them with current experience for Diocesan support and administration functions. Schedule 3 lists the functions defined as Administration and Support, which an initial analysis of Diocesan accounts shows to cost c. £20m p.a. and £30m p.a. respectively for the country as a whole.
- 3.6 If these significant savings are firmly established during the analysis stage the plan should be considered in conjunction with the current review of forthcoming financial issues, as proposed in the Recommendations section.

4. **Significant structural elements** (please also refer to Schedule 1)

- 4.1. **Parishes:** are the mainstay of the Church physical structure, and perform a vital role in local pastoral care and administration. However, due to manpower shortages and financial restraints, it is becoming increasingly unsustainable to link a particular minister exclusively to a particular parish or set of parishes. Indeed, the involvement of ordained ministers in this way diverts a substantial amount of their time into parochial administration, thereby blunting their capability to provide mission and ministry.

It is therefore recommended that unless a particular parish is of Deanery size (see 4.2 below) in itself, all ordained and lay ministers should relate primarily to the Deanery.

The future role of a PCC should be to administer the church(es) in its care, maintain their fabric, establish service rotas, bring forward volunteers for local pastoral care, work with children and young people, to carry out lay church functions, and conduct fund-raising to meet both the requirements of the local church and the parish quota as agreed with the Deanery. The Churchwardens or Chairman of the PCC (who should be a lay member) should arrange with Deanery ministry co-ordination to ensure cover for all services, whether scheduled or *ad hoc*. 'Regular surgeries' should also be arranged in the parish for local parishioners to meet with a familiar ordained person.

It is incumbent in these proposals that the practice of Freehold at parochial level should be phased out as soon as possible; a logical vehicle for this should be the current stipends review. The Freehold system should be replaced by a Contract of Employment, thus providing stipendiary ministry with improved conditions of security and employment safeguards.

The parish would therefore be a unit for church lay mission and administration, but would look to the Deanery for its ministerial supply on a flexible basis. It is not intended to suggest any geographical changes to the parochial structures themselves or the numbers of parishes as a result of this plan.

- 4.2. **Deaneries:** would become the key working level for the Church's ministerial resource. The Area (or Rural) Dean would become a significant role in terms of managing, maintaining and fostering the local ministerial team, which would all relate to the Deanery. In the transitional stage particular focus will need to be given to selection and training of these key individuals.

Where housing is provided for ordained ministers, the Deanery would use the existing housing stock within its parishes to supply that need: but it would not imply a dedicated link to the parish in which that housing was situated. Rather, the Churchwardens/Chairmen of PCCs would provide the Area (or Rural) Dean with a rota requirement for their ministerial needs and would discuss how this should best be met. However, every effort would be made to maintain a 'geographical link' of continuity in ministry to parishes, so that parishioners would come to 'know their person' by virtue of familiarity.

The Deanery team would consist of stipendiary, non-stipendiary, and ordained local and lay ministers, and would generally include a small number of curates. Attention would be given to ensure that a comprehensive range of service styles was available throughout the Deanery, both contemporary and traditional, that work for children and young people was fully catered for within its bounds, and that the whole population of the Deanery was aware of the full range of services available within that area, so that more choice is available to them. Planning themes and programmes of worship and teaching would be a key part of maintaining a consistent thread both within the Deanery and over a period of time, so that *ad hoc* preparation for individual services would not jeopardise quality. Due to the team nature of the ministry, there would also be more opportunity for mutual teaching, monitoring and support between ministers.

In addition to provision of the ministerial team, the Deanery would co-ordinate the collection of the parish shares from the PCCs in its area and organise mutual parochial support where required, working through its standing committee and Deanery Synod. It would also co-ordinate church initiatives and issues for consultation and debate, and would encourage and support missionary endeavour together with the parishes in its care.

It would not, however, step in to 'rescue' local PCC administration where that was failing: rather, and after establishing that there was continued local support for keeping the church open, it would seek to arrange a merger with a neighbouring parish for joint PCC administration. The Deanery would not, therefore, maintain any physical buildings, although it may use a local office for its co-ordination needs. Consideration should also be given to employment (if possible, by unpaid volunteer) of a Deanery administrator who would assist the Area Dean in his/her efforts.

The above model for Deanery operations is similar to the Tiller analysis carried out in 1987. Boundaries and numbers of Deaneries should be checked to ensure an appropriate balance of population/parish/area coverage. This will vary considerably between rural and urban areas.

- 4.3. **Dioceses:** will experience the major impact of this plan, for it is intended that they will no longer carry out any administration or 'Boards & Councils'-style support functions. Almost all of such functions will be transferred either to one of the four Regional Centres (see 4.4 below) or their small Deanery Co-ordination Units (see 4.5 below).

Rather the Diocese will be the source of theological and mission inspiration for all the Deaneries in their traditional area. The Diocesan Bishop will remain in situ and the cathedrals will continue in their traditional format: but there will no longer be a need for a 'Diocesan Church House'. In some cases the old Diocesan Church House will become a Regional Centre, but others will simply be closed.

The Area (or Rural) Dean will look to the Diocesan Bishop for assistance in the appointment of ministers, but the co-ordination of deployment and all 'human resource' needs will be provided by the Regional Centres. It is expected that the senior Bishop based at Regional Centre level will meet regularly with Diocesan Bishops within his area to ensure proper liaison between administration and ministry, and that the 'Boards & Councils'-style support is working effectively through the Deanery Co-ordinating Units.



Careful consideration must be given to the future role of Archdeacons, who should be able to play a major part in providing communication and liaison within the new structure.

Freed from the burden of regular involvement with administration and support, the Diocesan Bishop will have significantly more time to look outward to the pastoral needs of his Diocese, and to be more visible in both mission and ministry throughout his area. He will also be able to play a larger part in fostering links with the workplace, the media and other fields of sectoral activity which do not relate so well to the church's geographical structure, and encouraging national and regional support for such initiatives.

It is not intended to propose any changes to the boundaries or number of Dioceses as a result of this plan; its implementation should not, therefore, have to await completion of the Dioceses Measure.

- 4.4. **Regional Centres:** (and their links with the national bodies) will be the new heart of administration within the Church of England. There will be four, two less than the number proposed by the Turnbull report, and their arrangement will relate to population sizes of c. 9-14m people (see provisional draft alignment in Schedule 2). These regions comprise combinations of the government regional areas : the North East, North West and Yorks and the Humber in a single northern region; an eastern region covering East Midlands and 'East of England'; a western region covering West Midlands and the South West; and a southern region covering London and the South East. The number has been kept small to increase their operational efficiency: they are not the result of "amalgamating dioceses", but are more in the nature of provincial areas to ensure proper recognition of regional character while still benefiting from economies of scale.

Their key purpose will be to provide administration and 'Boards & Councils'-style support for all Deaneries within their area, using small Deanery Co-ordination Units (see 4.5 below) where necessary for aspects where local knowledge/involvement is essential.

All Regional Centres will operate on a uniform basis, developing policies and working closely with the national bodies of the Archbishop's Council. This means that any contracts with third parties will provide economies of scale, and that people, equipment and systems will be more readily transferable. Where appropriate a single national resource will be provided to avoid regional duplication.

A combined Budget for Regional Centres and national administration will be presented to and approved by General Synod after submission to the Finance Forum. This will be a single process, and will therefore remove the current distinction between central and Diocesan budgetary control which often results in administration and support functions being handled at an inappropriate levels. A typical example is payroll administration: this is correctly provided nationally for clergy, whereas each Diocese handles its own lay worker payroll. This latter would be a function appropriate for national, rather than regional, administration.

The Regional Centres will be the main accounting units for the Church, receiving contributions of parish share from Deaneries within their areas. They will also administer, where appropriate, a re-shaped version of the Darlow mechanism for the distribution of selective assistance from Church Commissioners, and will control all expenditure. This

Regional activity will include ministry and stipends, housing and other buildings (but not including parish churches, which will continue to be maintained by PCC's), training, education, pastoral support, areas of social responsibility, communications, etc., as shown in Schedule 3.

A combined audit of Regional Centres and national Church responsibilities will apply, at both accounting and governance levels.

Each Regional Centre will have a senior Bishop and a Regional Secretary. In terms of the Regional Centre's operation their roles will be similar to a Chairman and Chief Executive of a commercial business, with the latter being responsible for all operational matters. Consideration should be given to replacing the 'Diocesan Synod' assemblies with 'Regional Synod' assemblies.

- 4.5. **Deanery Co-ordination Units (DCU)**: will be operated by each Regional Centre to represent it for matters requiring handling at a local level. These units will comprise no more than six individuals covering a population group of c. 600,000 people per unit. There are therefore expected to be 15-24 DCUs per Regional Centre, each co-ordinating the work of c. 7-11 Deaneries. Across the country as a whole there would therefore be in the order of 500 individuals employed as DCU personnel.

The DCU is a completely administrative and support concept, and to its staff will be able to 'multi-task' between such diverse areas as housing, education services, and ministerial recruitment. However, they will work on the basis that nothing should be done at DCU level which could be done more efficiently at the Regional Centre. They will operate either from home or a small local office, and will be equipped with the necessary equipment for remote working: including portable PCs and mobile communications.

They will therefore provide administrative and 'Boards & Councils'-style support to Deaneries and PCCs, and may be asked to attend local Synods and meetings to represent the Regional Centre. The area covered by a DCU will not necessarily match Diocesan boundaries, although where possible every effort will be made to establish geographical similarities. However, because they are administrative in their nature, there is no need to develop a formal relationship with the (new style) diocese; indeed they must have a single point of reference to be effective, and that needs to be the Region.

It is expected that the current role played by Archdeacons will be closely linked with the DCU structure, although it is not the intention to resource DCUs from the ordained ministry except where familiarisation with administrative and support matters is considered necessary. This could include those individuals felt suitable for appointment as Area (or Rural) Deans or Bishops in the future.

## 5. Potential financial impact

### 5.1 Estimated financial affect

5.1.1 It is only possible to make broad estimates of potential direct savings at this stage, due to lack of consistency and transparency in Diocesan accounts. Following a review of the year-end 2000 reports of all 43 dioceses in England, it is possible to estimate a total of c. £50m p.a. incurred in Diocesan, as opposed to parochial, administration and support activities: c. £20m p.a. in diocesan administration and c. £30m in boards and councils. However despite Church House's attempts to encourage a common template, terminology and the allocation of expenditure differs strongly from Diocese to Diocese, and there is hardly any detailed analysis of, for example, how many staff are deployed in various ministry or 'Church and world' areas, or how the charges of third parties – legal, accounting and other agents – are constructed. Meanwhile there is a plethora of different auditors used, thus entrenching the inconsistency in reporting.

5.1.2 It is therefore necessary to make some broad assumptions to achieve estimates of potential direct savings. The average cost per diocese of administration and the work of boards and councils is just under £1.2m. If we work on the basis of:-

- (i) Regions requiring a staff three times the size of the average Diocesan administration;
- (ii) Deanery Co-ordination Units comprising a team of 6 individuals with relatively minor accommodation costs;
- (iii) some (relatively minor) additional administrative support costs for the Deanery,

the new overall cost of regional administration and 'Board and Council-style' support should be c. £18m, allowing for some residual functions within the diocesan structures where special circumstances exist. The cost of Deanery Co-ordination Units, estimated at £20,000 p.a. per individual, would be c. £8m. Additional administrative support for Deaneries would average £5,000 p.a. per Deanery: a further c. £4m, making a total cost for the new environment of c. £30m p.a. – a saving of £20m p.a.

5.1.3 In addition to these potential direct savings, there should be substantial indirect benefits arising from the new arrangements. These are the release of time for ordained (and lay) ministers to allow more opportunity to focus on mission and ministry.

5.1.4 In terms of human resources, it is estimated that c. 2,500 people are employed on administration and support duties within the dioceses. On the basis described above, staffing for the Regional Centre and residual diocesan functions would total c. 900 people, DCU's would employ 500 people, with c. 200 full-time equivalent required for Deanery administration, producing an overall 900 people 'surplus to requirement'. It is estimated that 'natural wastage' of c. 10% p.a. would achieve this saving within 3-4 years.

## 5.2 Fund-raising dependability

In financial terms, a key current role of Dioceses is to ensure collection of the parish share within its area. Although it is technically an informal role that Dioceses have assumed, its importance in maintaining the financial integrity of the Church cannot be overstated. The assurance therefore remains vital in the future, and under this plan will be shared between the Regions (represented locally by the DCU's) and the Deaneries. This may well require a more formal definition of these responsibilities.

Selective and mutual support will be re-calculated by the Archbishops' Council and the Regions and applied at the Deanery level, and this will be used to underpin ministry deployment as appropriate. The balance of funding will be required as parish share, and will be collected from Deaneries by their respective Regions.

## 6. Evolution from Dioceses to Regions

- 6.1 Over the past two centuries and more, a substantial amount of both tradition and local convention has gathered round each Diocese. It is this, together with the inconsistency and lack of transparency referred to above, which will make it difficult to change the status quo. There are also very many vested interests in the existing structure, not to speak of a considerable amount of loss of employment implied in the changes recommended: but I would hope much of this latter can be achieved by natural wastage, as shown in section 5 above.
- 6.2 This paper addresses the need for change in both administrative and support areas, and I am keenly aware that the latter will present a significant challenge due to the depth of local resources embodied in Diocesan 'Boards & Councils'. There is much value both at Diocesan level and contributed by the ministry and staff of Cathedrals throughout the country, and it is not my wish to lose access to these resources. However, I am convinced that, by careful analysis and deployment, it will be possible to re-direct this effort into Regional. DCU and, where appropriate, Diocesan Bishop support roles so as to achieve the objectives herein.
- 6.3 Clearly the proposals set out in this paper need analysis and substantiation before any action is taken. However, I believe the timetable is short, because (as intimated in the introduction to this paper) the optimum solution would be to use the savings to enable a significant part of the stipends aspirations to be met. Furthermore the anticipated increase in mission and ministry productivity should enable some reduction in clergy numbers and still allow a significant improvement in mission and ministry from the current situation.
- 6.4 It should be noted that the opportunity to strike some 'mid-way' compromise is highly unlikely. The maintenance of any infrastructure at Diocesan level beyond that required for resourcing the Diocesan bishop is likely to outweigh cost savings achieved, and could even result in higher overall cost.
- 6.5 Another alternative which may be seen as attractive is to continue the practice of encouraging Dioceses to pool resources voluntarily. While there are some good examples of this occurring, the overall impact of such *ad hoc* arrangements is not significant. Wholesale re-organisation of administration and support is the only way in which the objectives of this paper can be achieved.

## 7. Recommendations

I suggest the next steps should therefore be as follows:

- (i) that this set of proposals should be considered by the House of Bishops so that they may confirm – or otherwise – that further professional investigation and analysis is merited to establish whether the anticipated benefits would be realised. The oversight of this investigation would then be delegated to the Archbishops' Council. *(Note: delegated to the Archbishops' Council/Church Commissioners Strategic Review, September 2003)*
- (ii) that this further professional analysis be undertaken by a firm of management accountants selected by the Archbishops' Council. It is intended that this should be undertaken on a 'pro bono' basis, and *Deloitte & Touche have indicated their willingness* to proceed accordingly if selected.
- (iii) that the analysis project must be supported by the authority of the House of Bishops so that consistent and transparent details can be obtained from each Diocese to enable a comprehensive plan to be established.
- (iv) that the analysis should use a set of assumptions for the respective roles of Regions and Deanery Co-ordination Units in handling the various functions described in Schedule 3 which will need to be developed by a small working party reporting to the Archbishops' Council's Finance Committee..

Should the proposals be considered worthy of action following the analysis, the House of Bishops and the Archbishops' Council should consider options for implementing the significant changes implied without further delay. In my view these should not be bound into the review of the Dioceses Measure, but rather should feature an encouragement for individual Dioceses whereby Dioceses which implement the changes would receive transitional support to minimise the need for reductions in ministry deployment which may otherwise be required as a result of stipends and pensions increases.

In addition, should the proposals be agreed, Church Commissioners should consider transitional support to the Regional Centres *and any national facilities set up*, possibly in the form of loan finance, for their (and their DCU's) establishment to enable them to take on administration and support work as these are released from the Dioceses.

It will, of course be necessary for General Synod to give its approval to these changes at the appropriate time. It would also be appropriate at that time to consider and approve a combined budget for the National Centre and the four Regions (and their DCU's).

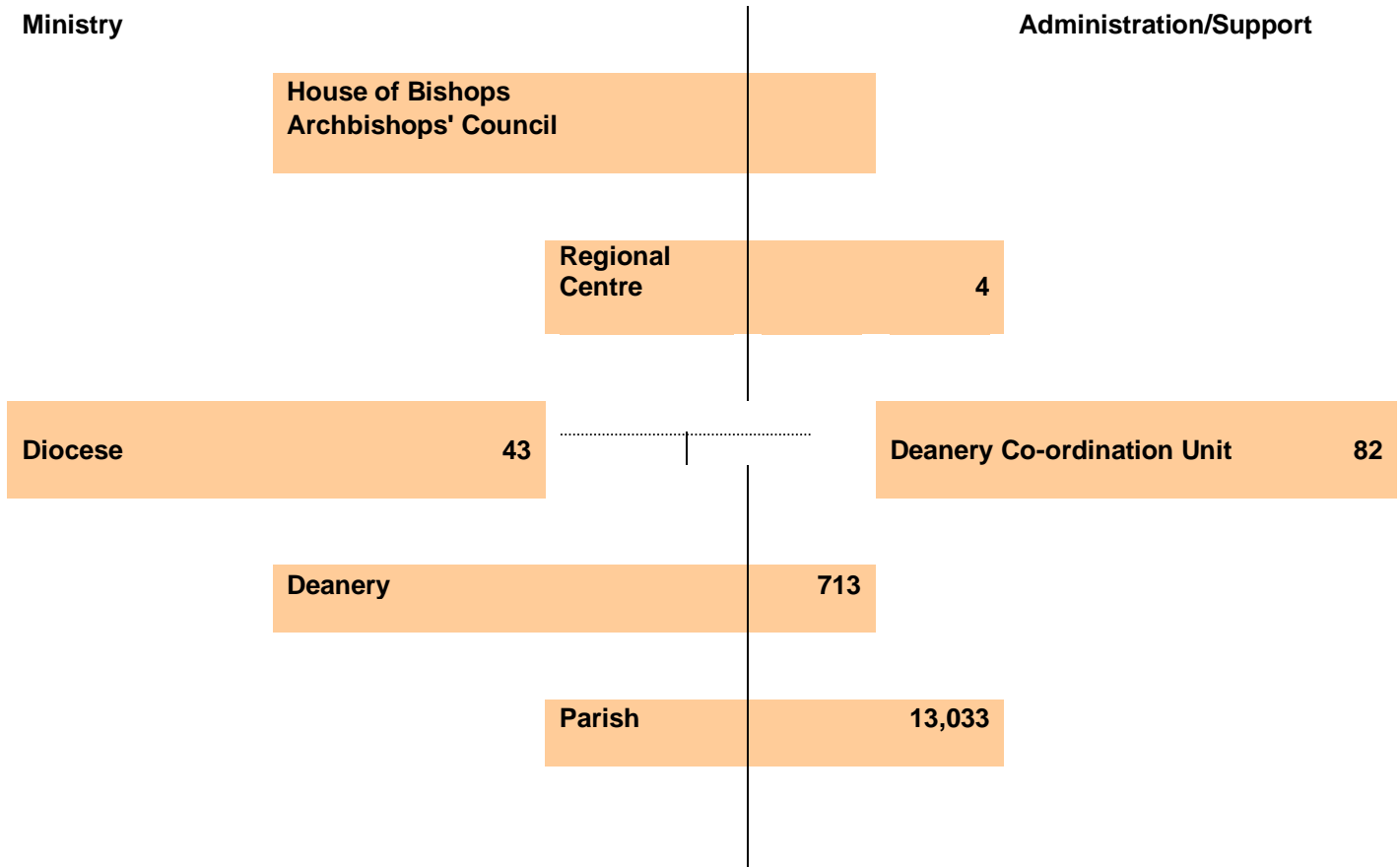
Gavin Oldham

09.08.2002 *(Recommendation changes in italics updated February 2004)*

**SCHEDULE 1: Potential Structural Elements**

**Ministry**

**Administration/Support**



**SCHEDULE 2:****Potential Regionalisation: based on DTLR Regions**

Diocese		Region		Population	NewPop	Dioceses	DCU's	Deaneries	Pop/Dean
NE	Newcastle	1	1 NE	784				12	65.333
NE	Durham	1	1 NE	1484				16	92.750
NW	Sodor & Man	2	1 NW	73				3	24.333
NW	Carlisle	2	1 NW	487				10	48.700
NW	Blackburn	4	1 NW	1283				14	91.643
NW	Liverpool	2	1 NW	1568				16	98.000
NW	Chester	13	4 NW	1573				18	87.389
NW	Manchester	3	1 NW	1960				22	89.091
NYH	Bradford	4	1 NW	656				8	82.000
NYH	Ripon & Leeds	16	1 YH	781				8	97.625
NYH	Wakefield	15	1 YH	1078				12	89.833
NYH	Sheffield	15	1 YH	1197				12	99.750
NYH	York	16	1 YH	1359				23	59.087
<b>N/E, N/W &amp; Yorks/Humber</b>					<b>14283</b>	<b>13</b>	<b>24</b>	<b>174</b>	
EE	St. Edms & Ipswich	18	5 E	595				19	31.316
EE	Ely	18	5 E	635				19	33.421
EE	Peterborough	20	5 EM	761				14	54.357
EE	Norwich	18	5 E	803				22	36.500
EE	St. Albans	20	5 E	1644				23	71.478
EE	Chelmsford	17	5 E	2659				27	98.481
EM	Coventry	11	4 WM	763				11	69.364
EM	Leicester	19	4 EM	893				13	68.692
EM	Lincoln	19	4 EM	930				23	40.435
EM	Derby	14	4 WM	985				16	61.563
EM	Southwell	14	4 EM	1041				15	69.400
<b>East Mids/East of England</b>					<b>11709</b>	<b>11</b>	<b>20</b>	<b>202</b>	
SE	Portsmouth	8	3 SE	713				8	89.125
SE	Canterbury	5	2 SE	825				17	48.529
SE	Guildford	6	2 SE	942				12	78.500
SE	Winchester	8	3 SW	1162				15	77.467
SE	Rochester	5	2 SE	1190				17	70.000
SE	Chichester	6	2 SE	1486				21	70.762
SE	Oxford	7	3 SE	2096				29	72.276
SEL	Southwark	22	2 L	2369				28	84.607
SEL	London	21	2 L	3437				24	143.208
<b>South-East &amp; London</b>					<b>14220</b>	<b>9</b>	<b>24</b>	<b>171</b>	
SW	Truro	10	3 SW	488				12	40.667
SW	Gloucester	9	3 SW	597				16	37.313
SW	Bath & Wells	9	3 SW	841				19	44.263
SW	Salisbury	8	3 SW	848				19	44.632
SW	Bristol	9	3 SW	875				7	125.000
SW	Exeter	10	3 SW	1063				25	42.520
WM	Hereford	13	3 WM	283				14	20.214
WM	Worcester	13	3 WM	831				13	63.923
WM	Birmingham	11	4 WM	1433				13	110.231
WM	Lichfield	12	4 WM	1987				28	70.964
<b>South-West &amp; W. Midlands</b>					<b>9246</b>	<b>10</b>	<b>15</b>	<b>166</b>	
<b>Totals</b>				<b>49458</b>	<b>49458</b>	<b>43</b>	<b>82</b>	<b>713</b>	<b>69.366</b>



**Schedule 3: Diocesan Administration & Support Functions to be analysed for movement to Regions/DCU's as appropriate**

Administration

\* Finance & Trusts/Glebe Management  
Personnel & Payroll (lay)  
Information Technology (incl. internet)  
Premises & Associated Functions  
Stationery & Printing  
Legal  
Insurance  
Audit  
Buildings & Property Management  
Communications & Publishing  
Synod support/co-ordination

Supports

\* Pastoral  
\* Churches & Places of Worship (incl. redundant)  
Training (Ministry and Lay)  
Ministry Deployment  
Parish Resources & Development  
Children & Young People  
Stewardship  
\* Education  
Social Responsibility & Concerns  
Ecumenical  
Disabled  
World Mission  
Interfaith Issues

\* Functions asterisked are legally required, and until Diocesan legislation is adjusted to take account of regionalisation they would be 'sub-contracted' to the appropriate Region for action.