

DAC Conference 2019

Strategic Planning and Church Buildings

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The Big Picture

- Renewal and Reform
 - Simplification
 - The Mixed Economy
-
- Strategic Development Funding
 - Deanery Plans
 - Diocesan Strategic Reviews of Buildings for Mission

Deanery Plans

- Legal status for deanery plans
- What qualifies as a deanery plan?
- Who prepares a Deanery Plan?
- Legal Consequences –
 - Consultation provisions
 - Presumption in favour
- Commissioners' Guidance
 - Features of a deanery plan



What Qualifies as a Deanery Plan?

Four conditions

- Consultation with interested parties
- Approval by Deanery Synod
- Meetings for any dispossessed office-holders
- Approval by DMPC

Who should prepare a Deanery Plan?

- Measure doesn't specify
 - Deanery (via Deanery Pastoral Committee)
 - DMPC (via a Sub-Committee)
 - DMPC/Deanery partnership

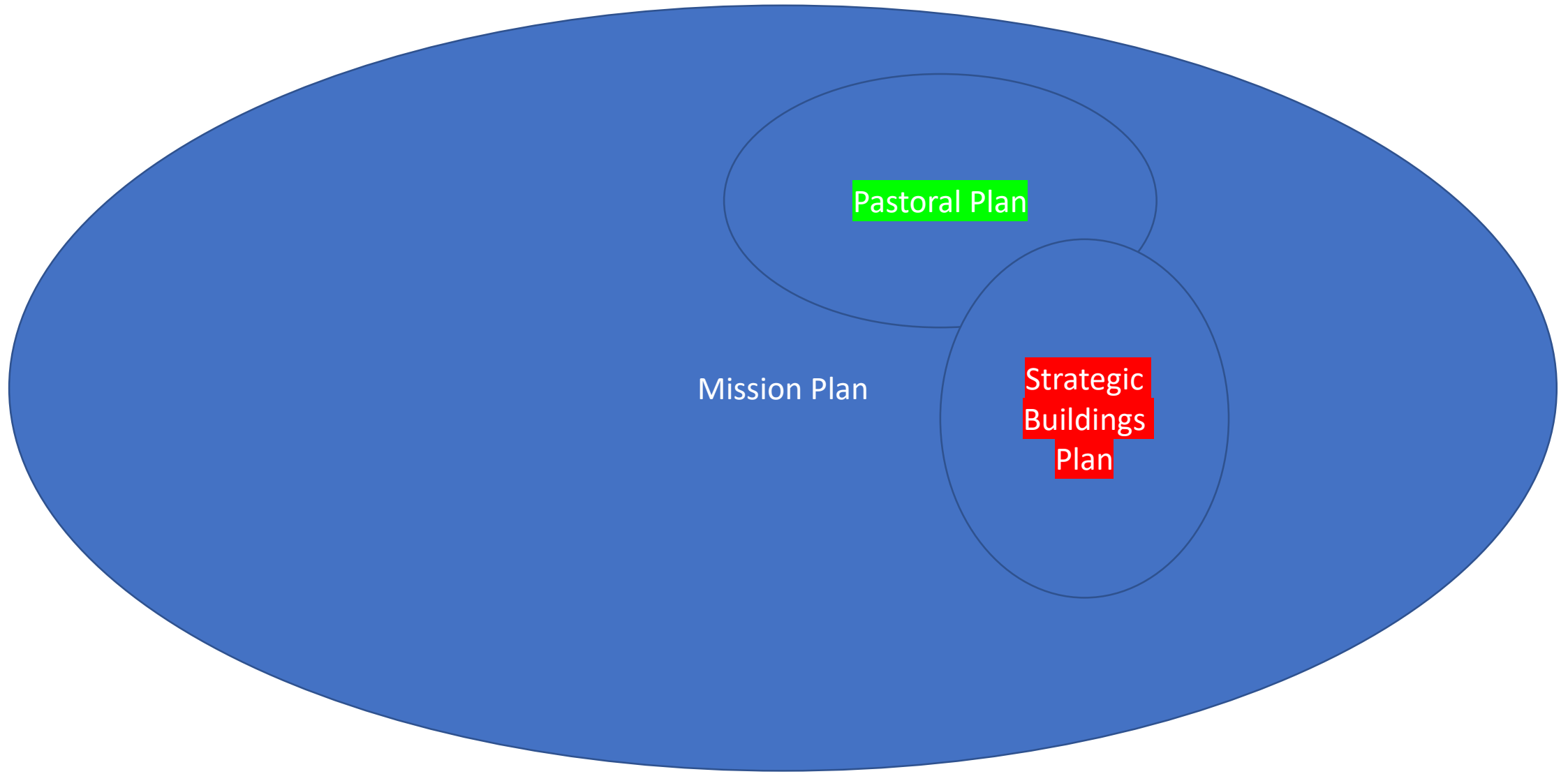
Approved Deanery Plans – Legal Consequences

- Proposals must be “substantially the same” as in deanery plan
- Omit S6/21 consultation stage
- Presumption in favour – unless there are material considerations

Deanery Plans

Essential/Desirable Features

- Relate to the wider Diocesan mission planning context
- Have regard to any diocesan-wide parameters set by the Bishop, Diocesan Synod and DMPC
- Be comprehensive in scope
- Be evidence based
- Have the widest possible engagement with and ownership by clergy and parishes and community bodies



Scope of Deanery Plans (1)

- One or more deaneries
- Part of a deanery

Scope of Deanery Plans (2)

- Developing lay ministry
- Local Ecumenical Partnerships
- Audit of churches and other church property
- Sharing church buildings with other denominations
- Use of church schools

Scope of Deanery Plans (3)


- Church plants or Fresh Expressions
- Access to grant funding or other resources
- Scope for co-operation with community bodies
- Identifying of initiatives better carried out at deanery rather than parochial level
- Simplifying administration through joint councils

Wigan

A Deanery with a Plan

- Transforming Wigan (TWiG)
- Deanery Team Ministry
- Seven Hub Parishes
- Joint Council
- Wigan Deanery Trust

Deanery BMO

1a	1b	2a	2b
3a	5a 	5b	2c
3b	6a	6b	6c

Discussion Issues

- Do our traditional structures suit a “mixed economy” church? If not, how do we change them? Are BMOs enough? Is the deanery becoming the mission unit?
- Do our traditional church buildings serve a “mixed economy” church? If not,
 - Can we adapt them?
 - What do we do with them?
 - What buildings do we need and what should their status be?
- What does a presence in every place mean? Is a building an essential symbol of presence?

Diocesan Strategic Reviews of buildings for mission – using Big Data

Dia. No.	Diocese	Population (mid 2016)	Area (sq miles)	Number of churches	No of clergy		Attendance			Population per church	% churches in diocese in Rural areas (2016)				Average weekly attendance				Church per FTE	Parish Share Paid (% paid for 2016)	% Heritage At Risk (2017)			
					stipendiary clergy (31st Dec 2016)	stipendiary clergy (31st Dec 2016)	(Average weekly attendance, 2016)	(Usual Sunday attendance, 2016)	Worshipping community (All age, 2016)		grade 1	grade 2*	grade 2	Ungraded	per church	per capita	per church	per capita				per church	per capita	
1	Bath & Wells	947,000	1,610	560	207	198	21,750	18,140	25,950	1,691	80%	33%	37%	19%	12%	39	2.3%	32	1.9%	46	2.7%	2.8	98%	5.7%
2	Birmingham	1,564,000	290	184	157	154	16,830	13,130	21,150	8,500	19%	8%	14%	23%	55%	91	1.1%	71	0.8%	115	1.4%	1.2	92%	1.4%
	Blackburn	1,341,000	930	272	168	161	23,780	18,670	26,220	4,930	40%	5%	14%	32%	50%	87	1.8%	69	1.4%	96	2.0%	1.7	86%	4.2%
5	Bristol	1,019,000	470	202	108	106	14,070	11,360	18,010	5,045	41%	27%	26%	19%	28%	70	1.4%	56	1.1%	89	1.8%	1.9	101%	3.1%
6	Canterbury	1,128,000	1,050	361	146	130	21,940	17,190	26,630	3,125	64%	42%	20%	11%	27%	61	1.9%	48	1.5%	74	2.4%	2.8	93%	4.9%
7	Carlisle	496,000	2,570	335	114	110	12,620	9,680	14,150	1,481	86%	12%	18%	34%	36%	38	2.5%	29	2.0%	42	2.9%	3.0	101%	4.1%
8	Chelmsford	2,176,000	1,530	579	347	338	36,840	29,320	44,090	5,485	50%	26%	22%	13%	40%	64	1.2%	51	0.9%	76	1.4%	1.7	94%	2.5%
9	Cherter	1,630,000	1,030	343	249	226	32,610	23,480	37,640	4,752	39%	10%	16%	33%	40%	95	2.0%	68	1.4%	110	2.3%	1.5	92%	4.8%
10	Chichester	1,680,000	1,450	481	265	253	36,970	30,300	48,240	3,493	59%	33%	17%	15%	36%	77	2.2%	63	1.8%	100	2.9%	1.9	100%	3.6%
11	Coventry	867,000	700	242	107	102	14,770	11,550	17,370	3,583	62%	20%	30%	24%	26%	61	1.7%	48	1.3%	72	2.0%	2.4	99%	3.7%
12	Derby	1,050,000	990	317	144	140	15,240	11,440	17,950	3,312	57%	18%	22%	29%	31%	48	1.5%	36	1.1%	57	1.7%	2.3	93%	5.1%
13	Durham	1,484,000	980	268	151	148	19,650	12,230	19,620	5,537	41%	13%	7%	34%	47%	73	1.3%	46	0.8%	73	1.3%	1.8	100%	3.4%
14	Ely	764,000	1,530	332	133	127	16,840	13,470	22,030	2,301	76%	41%	37%	10%	12%	51	2.2%	41	1.8%	66	2.9%	2.6	96%	2.2%
15	Exeter	1,177,000	2,570	603	212	201	23,290	19,270	25,740	1,952	78%	35%	30%	16%	19%	39	2.0%	32	1.6%	43	2.2%	3.0	94%	8.2%
16	Gloucester	663,000	1,130	385	124	120	17,940	14,100	23,320	1,722	75%	12%	34%	31%	20%	47	2.7%	37	2.1%	61	3.5%	3.2	101%	6.4%
17	Guildford	1,052,000	530	212	187	180	23,890	19,430	31,830	4,962	33%	13%	20%	28%	39%	113	2.3%	92	1.8%	150	3.0%	1.2	100%	2.6%
18	Hereford	326,000	1,650	403	89	86	9,850	7,780	12,750	809	93%	23%	38%	20%	19%	24	3.0%	19	2.4%	32	3.9%	4.7	95%	9.0%
19	Leicester	1,037,000	830	314	126	123	13,190	11,340	18,220	3,303	67%	16%	48%	17%	18%	42	1.3%	36	1.1%	58	1.8%	2.6	96%	5.8%
20	Lichfield	2,141,000	1,730	562	277	262	30,510	23,840	44,390	3,810	55%	10%	22%	27%	40%	54	1.4%	42	1.1%	79	2.1%	2.1	98%	2.8%
21	Lincoln	1,071,000	2,670	627	163	163	15,380	13,250	18,660	1,708	85%	37%	23%	23%	18%	25	1.4%	21	1.2%	30	1.7%	3.9	90%	5.9%
22	Liverpool	1,596,000	390	241	186	183	23,350	16,950	25,250	6,622	12%	5%	11%	27%	57%	97	1.5%	70	1.1%	105	1.6%	1.3	99%	7.2%
23	London	4,299,000	280	492	532	521	70,630	57,470	89,390	8,738	1%	16%	19%	27%	38%	144	1.6%	117	1.3%	182	2.1%	0.9	104%	8.5%
24	Manchester	2,153,000	420	314	215	211	27,240	20,360	28,400	6,857	5%	4%	9%	35%	51%	87	1.3%	65	0.9%	90	1.3%	1.5	86%	8.5%
25	Newcastle	818,000	2,100	237	121	118	13,490	9,500	14,190	3,451	62%	19%	10%	34%	37%	57	1.6%	40	1.2%	60	1.7%	2.0	92%	4.7%
26	Norwich	905,000	1,800	639	184	172	17,480	16,340	22,580	1,416	87%	46%	38%	4%	11%	27	1.9%	26	1.8%	35	2.5%	3.7	92%	6.4%
27	Oxford	2,375,000	2,210	815	378	371	48,450	41,110	64,790	2,914	67%	25%	35%	18%	22%	59	2.0%	50	1.7%	79	2.7%	2.2	97%	2.2%
28	Peterborough	910,000	1,140	381	157	151	15,290	12,820	21,960	2,388	79%	39%	40%	7%	13%	40	1.7%	34	1.4%	58	2.4%	2.5	94%	5.4%
29	Portsmouth	784,000	420	170	105	98	12,110	9,530	15,430	4,612	45%	17%	20%	35%	27%	71	1.5%	56	1.2%	91	2.0%	1.7	100%	8.2%
31	Rochester	1,351,000	540	261	209	201	24,370	19,850	31,070	5,176	39%	20%	20%	17%	43%	93	1.8%	76	1.5%	119	2.3%	1.3	90%	2.1%
32	St. Albans	1,917,000	1,120	408	251	242	30,180	22,380	34,320	4,699	53%	31%	23%	19%	26%	74	1.6%	55	1.2%	84	1.8%	1.7	97%	1.6%
33	St. Edmund & Ipswich	668,000	1,430	479	128	124	14,300	12,710	17,760	1,395	87%	49%	36%	7%	8%	30	2.1%	27	1.9%	37	2.7%	3.9	94%	2.6%
34	Salisbury	948,000	2,050	570	200	196	22,950	19,890	31,210	1,663	81%	32%	33%	21%	14%	40	2.4%	35	2.1%	55	3.3%	2.9	98%	2.1%
35	Sheffield	1,287,000	610	213	126	125	16,250	12,080	19,510	6,042	28%	15%	12%	27%	47%	76	1.3%	57	0.9%	92	1.5%	1.7	97%	5.5%
37	Southwark	2,852,000	320	356	332	326	39,420	32,490	52,180	8,011	9%	8%	15%	24%	53%	111	1.4%	91	1.1%	147	1.8%	1.1	94%	2.7%
38	Southwell & Nottingham	1,140,000	840	300	121	113	14,020	11,890	18,700	3,800	60%	31%	21%	20%	28%	47	1.2%	40	1.0%	62	1.6%	2.7	90%	6.0%
39	Truro	557,000	1,390	306	93	89	10,420	8,220	11,540	1,820	88%	40%	23%	17%	19%	34	1.9%	27	1.5%	38	2.1%	3.5	86%	8.3%
41	Winchester	1,233,000	1,130	357	160	158	22,940	19,120	26,840	3,454	62%	18%	23%	29%	30%	64	1.9%	54	1.6%	75	2.2%	2.3	100%	2.0%
42	Worcester	883,000	670	276	116	115	12,120	9,350	13,600	3,199	61%	17%	28%	24%	31%	44	1.4%	34	1.1%	49	1.5%	2.4	85%	6.4%
43	York	1,438,000	2,670	588	212	207	26,250	19,470	28,760	2,446	74%	25%	23%	27%	25%	45	1.8%	33	1.4%	49	2.0%	2.8	101%	4.7%
46	Leeds	2,723,000	2,630	613	347	337	35,710	26,640	39,260	4,442	46%	14%	14%	44%	28%	58	1.3%	43	1.0%	64	1.4%	1.8	93%	6.3%

Drilling deeper - Deanery Level Data – Places, People, Pounds

Codes				Church Building				People				Finance 2016	Wider Community		
Deanery ID	Benefice ID	Parish ID	Church ID	Name	Grade	QI	Condition	Clergy	LLM etc	El Roll	USA	JnRInc-Pshare	Comm Active	Population	CUF Rank/%
30209	30/020X	300412	630412	Ambridge: St Stephen	0	2015	Fair	1	4	143	71	£ 24,584.00	Y	2771	5891 46.7%
30209	30/097CM	300671	630272	Penny Hassett: St James	2	2006	Fair	0.5	1.5	11	22	£ -	Y	722	7958 63.1%
30209	30/097CM	300671	630422	Lower Loxley: St Mary	1	2011	Fair	0.5	1.5	122	52	£ 32,809.00	N	1890	11819 93.8%
30209	30/097CM	300424	630424	Loxley Barrett: St Luke	0	2013	Fair	0.5	1.5	86	60	£ 38,041.00	Y	1106	9372 74.4%
30209	30/097CM	300287	630287	Leyton Cross: All Saints	1	2011	Fair	0.5	1.5	44	19	N/A	N	below 500	N/A N/A
30209	30/143BF	300415	630415	Waterley Cross: St Nicholas	2	2015	Fair	0.5	0	68	24	N/A	Y	1741	10275 81.5%
30209	30/143BF	300417	630417	Hollerton: Christ Church	2	2008	Fair	0.5	0	31	22	N/A	N	604	6599 52.3%
30209	30/344BP	300418	630418	Edgeley: St John the Evangelist	0	2014	Good	0.3	1.3	73	32	£ 11,706.00	N	987	8553 67.8%
30209	30/344BP	300418	630419	Darrington: All Saints	0	2014	Fair	0.2	1.2	9	11	£ -	N	0	0 0
30209	30/344BP	300420	630420	Felpersham: Christ Church	0	2008	Good	0.5	1.5	107	83	N/A	Y	5001	9540 75.7%
30209	30/345BK	300410	630410	Little Croxley: St Saviour	2	2012	Fair	1.5	1.5	70	34	£ 8,768.00	Y	934	11463 90.9%
30209	30/345BK	300421	630421	Felpersham: S.Michael and All Angels	2*	2012	Poor	1.5	1.5	161	76	£ 23,635.00	Y	9066	7724 61.3%

What kind / role of church building fits best in the mixed economy?

- Parish church
- Chapel-of-ease
- Major church
- Festival church (can theoretically also be any of above)
- Resource or other non-parochial church

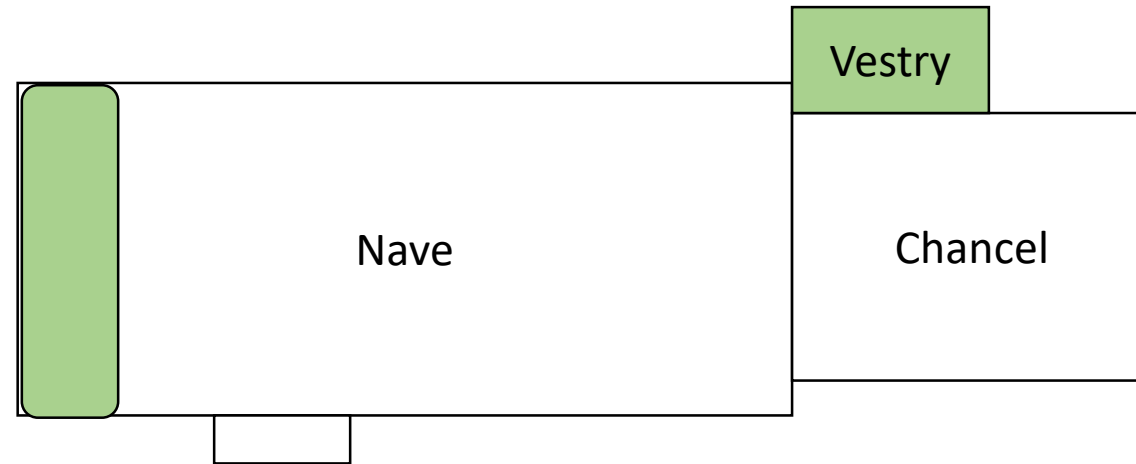
Legal options for shared use of churches

- Option 1 – use faculty and licence.
- Option 2 – use lease for part of building (Trust?)

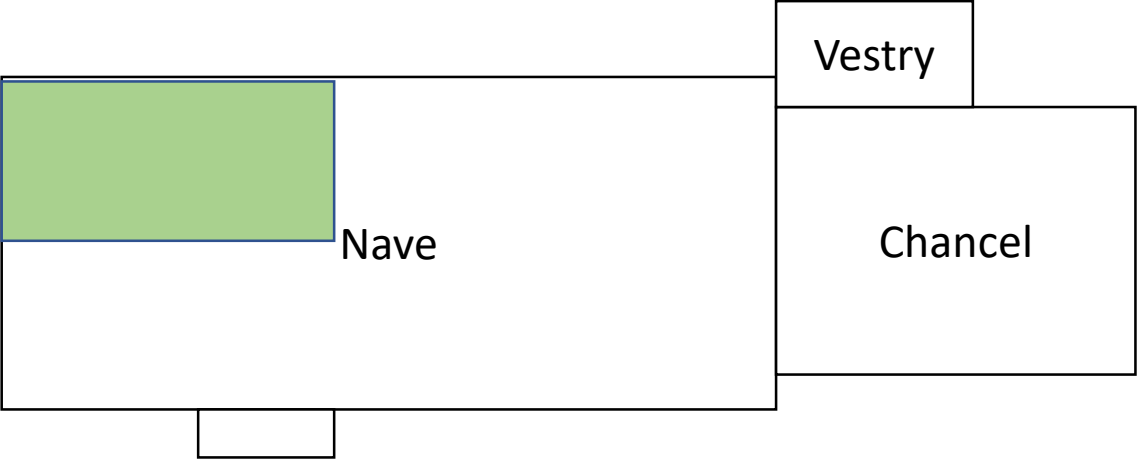
Closure scheme currently needed below this line

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- Option 3 – close most of building, worship no longer primary use
 - Option 4 – close building, licence for occasional worship
 - Option 5 – “close and reboot” as plant or non-parochial PoW

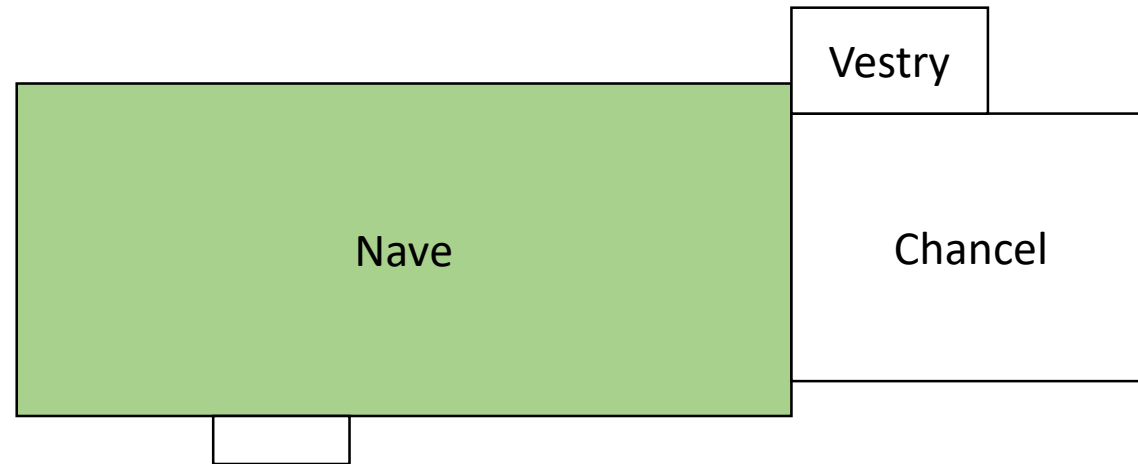
Licence under Faculty



Lease

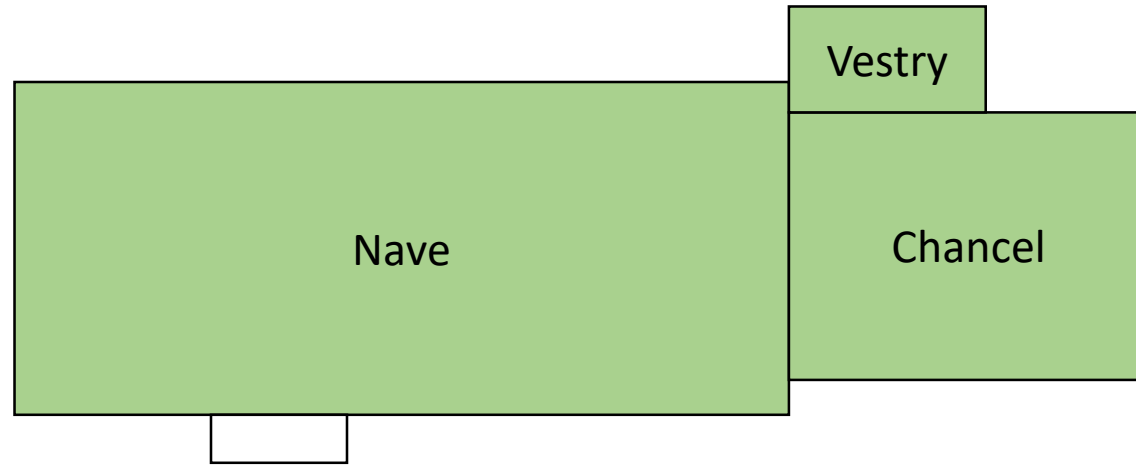


Its not entirely about floor plan, its about primary use!



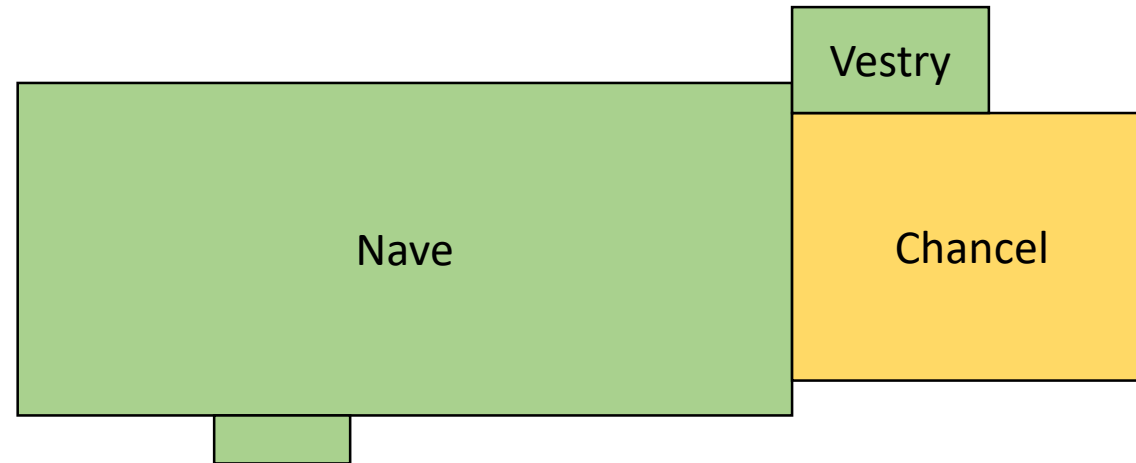
The entire nave could be used for mixed purposes including worship under a lease...if the Primary use is still worship.

And slightly controversially... our guidance needs to catch up



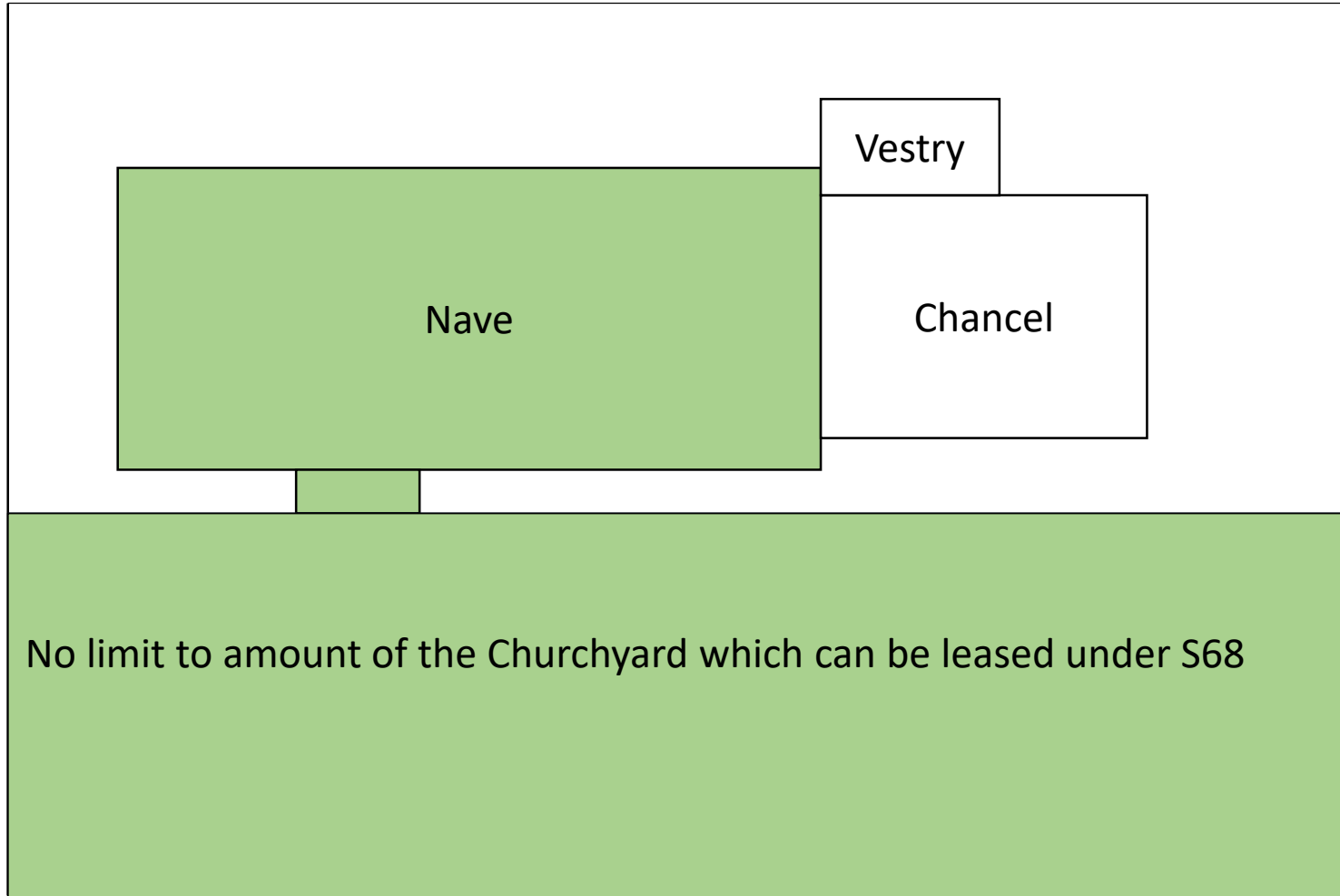
The entire church (except the porch or doorway) can be leased if it is the diocese which leases it for worship and community uses through a Trust, as in Norwich.

Partial Closure



A Partial closure could see the chancel remain in worship use and see the other parts of the church leased for suitable complementary uses (Commercial, Cultural, Community).

What about the churchyard?



Discussion Issues

- Does your diocese have a strategic approach to buildings? Is it aligned with/linked to deanery planning and/or missional planning?
- Does your diocese have an SDF project? If yes, did you know about your diocese's SDF bid before it was submitted? Are you involved in it now?
- Are you aware of the toolkits and data available from the NCIs to help integrate a strategic approach to buildings? Do you use any of them? If not, why not?
- What do you think would help improve consideration of buildings issues at diocesan level when preparing missional and growth plans, SDF bids etc?