Hackney ~ Islington ~ Tower Hamlets
Finance Funding and the Future
With the Diocesan Finance team
A Three way Deanery Chapter
At Christ Church Spitalfields – Hanbury Hall
10am – 12noon T23 May
Overview of Diocesan Finances

For clergy in Stepney area

May 2017
Topics

• Who is who
• Some statistics about the Diocese
• The aim of the London Diocesan Fund (LDF)
• Financial overview
• Questions and reflections
The Diocese of London – serving 4m people

The Bishop of London, TBA

Bishop of Willesden, Pete Broadbent
Archdeacon of Northolt, Duncan Green

Bishop of Islington, Ric Thorpe

Bishop of Kensington, Graham Tomlin
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Archdeacon of Hackney, Liz Adekunle

Archdeacon for the Two Cities, Rosemary Lain-Priestly

Dean of St Paul's Cathedral, David Ison

Archdeacon of London, Luke Miller
Senior Management Group

Richard Gough - General Secretary

Michael Bye - Director of Property

Richard Antcliffe - Director of Finance & Operations

Suzie Long - Director of HR & Safeguarding

Edward Moody - Director of Development

Debbie Clinton - Director of Capital Vision
**Diocesan Overview: 2015 (unless otherwise stated)**

**Population:** 4,242,000 *(1st of 40)*

**Attendance:** 71,400 *(1st of 40)*

**Attendance per Capita:** 1.7% *(national average: 1.7%)*

**Number of Parishes (Churches):** 395 *(494)*

**Stipendiary Ministers (2015):** 527 *(1st of 40)*

**Average Income per Head of Population (2013/14):** £29,862 *(2nd of 40)*

**% of population in Income Deprivation (2015):** 17% *(6th of 40)*

**Data Caveat:**
Facts are our friends, but data is neither complete nor perfect and it does not tell the whole story. More quantitative and qualitative measure are required to understand local context and attendance figures are only used as a proxy. The attendance variable used is average adult weekly plus average child Sunday attendance to avoid data inconsistencies.
National Overview of Dioceses: 2015

Attendance change 2010-15

Top quartile of dioceses: +7.1%
Top quartile of dioceses: +3.8% (Diocese of London)
Median: 2.8%
Top quartile of dioceses: 2.0%
Bottom quartile of dioceses: -10.4%
Bottom quartile of dioceses: -6.6%
Bottom quartile of dioceses: -4.1%
Median: 1.7%
Median: 1.4%
Bottom quartile of dioceses: 1.1%
Bottom quartile of dioceses: 0.9%

Attendance per capita

Median: 3.5
Median: 1.7
Median: 1.4
Median: 1.2

Number of stipendiary clergy per 10,000 people of population

Median: 1.7
Median: 1.2 (Diocese of London)
Giving as a % of average income:

- Top quartile of dioceses: 4.6%
- Middle quartile of dioceses: 3.8%
- Median: 3.5%
- Bottom quartile of dioceses: 2.4%

Diocesan Surplus / Deficit (excluding asset and schools income/expenditure):

- Top quartile of dioceses: £2.6m
- Middle quartile of dioceses: £0.9m
- Median: £0.6m
- Bottom quartile of dioceses: £0.3m

Number of ordinations per 10,000 attendees (2012/13/14):

- Top quartile of dioceses: 8.7
- Middle quartile of dioceses: 6.5
- Median: 6.3
- Bottom quartile of dioceses: 3.7

Diocese of London:

- Median: 5.1
- Top quartile: 6.5
- Bottom quartile: 3.7

National Overview of Dioceses: 2014 (unless otherwise stated)
LDF purpose

Doing everything we can to support the mission and growth of the church in London
## Major LDF activities – or how we deliver the purpose

<table>
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<tr>
<th>Paying clergy &amp; providing them with good housing</th>
<th>Providing great services to clergy, parishes &amp; chaplaincies</th>
<th>Helping to deliver Capital Vision 2020</th>
<th>Proactively supporting the bishops and archdeacons</th>
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</table>

- Generating income & capital
- Running an effective organisation
Diocesan finances – in 3 parts

Parishes

Common fund

Stipend & housing costs

General Fund

Surpluses

Income

CV2020

Investing capital

Capital

Re-investing capital
General Fund financial picture - 2016

- **Parishes**
  - Parish income £110m
  - Charitable giving
  - Used by parishes

- **Diocesan Fund**
  - Clergy & housing costs £23m
  - Common Fund £23m
  - Rents, investment & trust income £9m
  - Training, support, national church £9m

Used by parishes

Charitable giving

Parish income £110m
Financial income of parishes

3. Income Analysis

- PCC Fees, dividends, other income
- Trading income
- Grants received
- Legacies
- Appeals & other giving
- Collections
- Tax effective giving

£ million

- 2006
- 2007
- 2008
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014
- 2015
Capital Vision 2020

vision of a church that is Christ centred, & outward looking
Engaging with “new towns” in London

• Focus on 10 priority areas
Budget and 5 year plan 2017-2021 – key points

1. Investing in the well-being of our clergy and chaplains, who are our ‘front line’ people
2. Developing existing and new services to support our clergy and parishes
3. Taking forward Capital Vision 2020
4. Investing in establishing a Christian presence in the major new development areas
5. Smoothly managing the transition to a new Bishop of London
6. Implementing proposals from the Renewal and Reform review relating to introducing the new approach to paying for ministerial education, and developing lay leadership
Diocesan Finances, Budget, and 5 year plan reflections

a) What are your reflections on the diocesan statistics?

b) Have we got the right priorities for the 5 year plan? Should we change any this year?

c) What would you do if you could decide how to spend
   • £200k p.a. of income?
   • £5m of capital?
Your questions and other reflections
Topics – background and Practice

• London census & deprivation – in practice
  o Demographics
  o Grant Applications
• Parish Level reporting – Dashboards as way in
• Other analyses – on request
• Special analyses and overview – Deanery or other.

One size does not fit all – local focus.
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Stepney Area – Census Parish Comparisons

• High numbers of people aged 20-40; low 50+
• Religion – some Parishes Muslims or Jews > Christians
• High number English not First Language
• Many very new to UK
• Deprivation – many measures – not uniform
• Other Statistics.

Parish Dashboard is the way in.
LDF purpose

Doing everything we can to support the mission and growth of the church in London
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Archdeacon of Northolt, Duncan Green

Bishop of Edmonton, Rob Wickham

Bishop of Stepney, Adrian Newman

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Archdeacon of the Two Cities, Rosemary Lain-Priestly

Archdeacon of Hampstead, John Hawkins

Archdeacon of Hackney, Liz Adekunle

Dean of St Paul’s Cathedral, David Ison
LDF Fundraising Team

Sarah Webster - Fundraising and Philanthropy Manager

Caroline Oldfield - Major Gifts Fundraising Officer

Carol Ward - Parish Fundraising Manager
Doing everything we can to support the mission and the growth of the church in London

Parishes
1. **Equipping** our parishes to raise even more *money for mission*
   - Web resources and helpful templates, lists of funders etc.
   - Training
   - 1:1 support

Diocesan Hub
2. **Driving and supporting** strategic campaigns including CV2020 and other projects
   - Writing feasibility studies, fundraising plans etc.
   - Developing case for support, fundraising materials etc.

Relationship Management
3. Supporting and enabling **strategic relationship management**
   - Assisting our relationship managers to maximise opportunities with e.g. Laing Family, Mercers, All Churches Trust and HLF
Launched a strategy in January 2016 – achievements in 2016

**Parishes**
- Hired an amazing Parish Fundraising Manager
- Launched new web resources
- Over 23 parishes supported 1:1
- 12 more helped with CUF applications.
- Ran 4 training events with over 150 people attending representing around 90 parishes
- Developed relationship with John Lyons Trust, strengthened All Churches Trust relationship
- Raised over £160k through the Lent Appeal

**Diocesan Hub**
- Total of TH Secured sign off for capital funds closed at £803,000
- Mansion House event and trained senior team in relationship fundraising
- Supported development of youth bid to Church Commissioners, secured stage one sign off
- Raised £3,500 for BLMF through 10km run

**Relationship Management**
- Secured the pledge of a gift of £0.5m from Laing Trust and a £20k pledge from an individual, secured £80,000 from Mercers
- Raised/received £270,000 in total within this year for parishes/LDF
- Raised £160k for Open Doors/Aid to Church in Need
2017.. The targets

Parishes
- 70 new parishes engaged with fundraising through
  - 1:1 sessions
  - Training events
  - Legacy champions

Diocesan Hub
1) Raise at least £750k RCF4L-
   - including £200k from trust and livery applications
1) Raise £50k for ALMA through Lent Appeal

Relationship Management
Manage/cultivate relationships with top 15 funders – Mercers, Laing, Garfield Weston, Big Lottery, National Churches Trust, All Churches Trust, Clothworkers, Drapers/Goldsmiths, Trust for London, Church Commissioners, Sainsburys (Jerusalem), Heritage Lottery Fund (PPS team)
2017.. The year so far

Parishes
15 parishes supported with 1:1 support
1 legacy champion found
5 training events being planned

Diocesan Hub
Total funds for RCF4L is now over £730,000
Launched the ALMA lent appeal - £6,000 raised so far

Relationship Management
Ran a hugely successful event at Mansion House
Hired a great Major Gifts Officer
Letters written to all of the livery companies and donations received of over £1,000 from 35 donors, 31 of which are new donors for the LDF.
Case Study

St Michael’s and All Angels’ Church

Harrow Weald
Fundraising Support
https://www.london.anglican.org/fundmychurch

All churches rely on fundraising to resource their mission and are often seeking ways to increase their income. These guides are for parishes and their clergy who want to better engage their congregations and communities or apply to trusts and foundations for support.

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<th>Fundraising toolkits</th>
<th>Training and support</th>
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<td>Trusts and foundations</td>
<td>Contact us for more information</td>
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<tr>
<td>Community fundraising</td>
<td>Seminars and workshops</td>
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<tr>
<td>Capital campaigns</td>
<td>Opportunities to learn new skills and come together to discuss how best to raise funds.</td>
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<tr>
<td>Gifts in wills programme</td>
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<tr>
<td>A toolkit to help you before embarking on trust and foundation fundraising.</td>
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<tr>
<td>How to develop a friends group, examples of profitable community events and stories of success.</td>
<td>Contact us to arrange a Thursday afternoon ‘surgery session’ to discuss fundraising in your parish.</td>
</tr>
<tr>
<td>Tools and templates that will help any parish capital project fundraising campaign take shape.</td>
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<tr>
<td>Best practice and ideas to inspire and ask you to reflect on your current gifts in wills programme.</td>
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Gifts in wills programme

Gifts in wills often are an individual's largest donations to a charity. Find out about best practices and ideas to inspire you to reflect on your current gifts in wills programme. Use our example wording to refresh or review your parish's legacy giving policy. Read how gifts in a will have made a difference to parishes in our Diocese, or contact us if you would like further support with your gifts in wills programme.

Gifts in wills: your first four steps to creating a gifts in wills programme

How to introduce or develop your gift in wills fundraising within your parish.

Request information from the Fundraising Team

Contact our fundraising team to get access to key fundraising information or to arrange a Thursday afternoon phone call during surgery hours.

Legacy case studies

Great news stories from our parishes of how gifts in wills can make a big difference.