

ADMINISTRATIVE SUPPORT FOR THE CATHOLIC PARISH OF GUILDFORD

**Date of the formal merger of the Guildford Parishes of
St Joseph, St Edward the Confessor, St Mary and St Pius X:**

01 June 2016

Date of Inauguration Mass:

12 June 2016



ADMINISTRATION FORWARD PLAN 01 JULY 2015 – 30 JUNE 2016

**SIXTH VERSION AND REPORT ON PROGRESS
23 SEPTEMBER 2016**

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TERMINOLOGY AND ABBREVIATIONS

Organisation	Name	Abbreviation
Merged Parish	Catholic Parish of Guildford	CPG
Constituent Churches	St Joseph	StJC
	St Edward	StEC
	St Mary	StMC
	St Pius X	StPC
Parish level Finance Committee	Parish Finance Committee	PFC
Church level Finance Committee	Church Finance Committee	CFC
	St Joseph's Finance Committee	StJCFC
	St Edward's Finance Committee	StECFC
	St Mary's Finance Committee	StMCFC
	St Pius X's Finance Committee	StPCFC
Pastoral Council	Parish Pastoral Council	PPC
Church Support Team		CST
	St Joseph's Support Team	StJCST
	St Edward's Support Team	StECST
	St Mary's Support Team	StMCST
	St Pius X's Support Team	StPCST

People	Referred to as
Worshippers in any of the churches	Parishioners
Worshippers in any one church	St Joseph's Community
	St Edward's Community
	St Mary's Community
	St Pius X Community

Terms of Reference	TOR
Diocesan financial year (01 Jan – 31 Dec)	FY
Per year	p/a
Per month	p/mth
Per week	p/w
Full time	FT
Part time	PT

Moderator/Parish Priest. For simplicity only, and without implication, the Moderator and Parish Priest is referred to as 'Moderator' throughout this document.

CHAPTER ONE – BACKGROUND AND STRATEGIC CONTEXT

1.1. Background.

1.1.1. *Pastoral priority.* It is a guiding principle in the Diocese of Arundel and Brighton that *The principal concern in amalgamating parishes must always be pastoral. Financial issues are secondary, and will naturally follow the pastoral arrangements*¹. Consequently parish amalgamations have been driven solely by the availability of priests: although the number of deacons increases year on year and an increasing number of tasks may be taken on by the laity, it is the availability of priests which determines the future configuration of parishes. In 2003 the Diocese undertook an assessment resulting from projections that by 2020 priestly ordinations would have fallen well below deaths and retirements. Since 2010 the Diocesan plan – publicly available on the Diocesan website - has been that, without an unexpected influx of permanently available priests, upon the first priestly retirement the four Guildford Parishes would be served by three priests².

1.1.2. *Guildford Parishes.* The recurrent hospitalisation of the Priest-in-Charge of St Edward's Sutton Park during 2014 triggered the Guildford realignment. In September 2014 the Bishop promulgated that the Parishes of St Joseph (Guildford, centre), St Edward the Confessor (Sutton Park), St Mary (Guildford, Rydes Hill) and St Pius X (Guildford, Merrow) were to amalgamate into one parish consisting of four church communities³. There was no scope for redeployment of priests: by the end of 2014 only one priest in the Guildford Deanery had a single church (Farnham) - all the others were ministering to two or three churches⁴. There was a four-month delay in implementation (due in part to the resignation of the Bishop). By January 2015 there was a clear need for pastoral care to be defined and thus the Apostolic Administrator (Archbishop of Southwark) and the College of Consultors set the effective date as 29 January 2015⁵. The present Bishop set the official Merger date at 01 June 2016 with the inaugural Mass on 12 June 2016.

1.1.3. *Pastoral matters.* The Moderator of Guildford assumed the pastoral care of all four Guildford church communities; and Mass timings were rearranged to permit three priests to cover four churches. The primary concern is making the sacraments available to as many as possible within the capabilities of three priests over the long term. This Plan works within the parameters already set.

1.2. Statement of purpose.

The Purpose is to weld together four disparate churches to achieve a united (not just unified) Catholic Parish of Guildford, taking forward the mission of the evangelising Church, in which central support underpins and enhances the individual worshipping communities.

¹ Parish Administration Manual §2.16.

² <http://www.abdiocese.org.uk/Bishop/pp2010>

³ Bishop's Letter to be read in all Parishes, dated 02 September 2014.

⁴ Ash & Heath End (2 churches); Cranleigh & Bramley (2 churches); Godalming (3 churches); Haslemere (2 churches).

⁵ Apostolic Administrator's Meeting with College of Consultors 29 January 2015.

1.3. Aim and scope of the Administration Forward Plan.

This Administration Forward Plan sets out the progressive unification of the Parish administration. It does not include deployment of clergy or liturgy, which are the preserve of the Moderator.

1.4. Stakeholders.

The administrative requirements of the stakeholders are:

- *Priests.* To unite all four churches onto a common administration system, which can be supervised from one office while retaining the individual strengths of each church community
- *Deacons.* To have clearly defined administrative systems to support the ministries in hospitals, prisons, care homes, and to raise the profile of the charitable work of the parish.
- *Individual church communities.* To retain individual characteristics of the community, within a unified administration which contributes to the whole. To retain control over buildings and property and individual community programmes and events.
- *Central staff.* To rationalise duties to ensure one central administrative system to which all four church communities have signed up.
- *Diocese.* To be assured that the Catholic Parish of Guildford can survive for the foreseeable future in a financially viable setting.

1.5. Guidance and constraints.

1.5.1. Canon Law.

There are no specific Canon Law provisions for administrative aspects of the amalgamation. There are however significant implications for converting a number of parishes into a single parish, and these are contained in:

Canon 535. The Parish is required to have only one:

- Set of parochial registers for baptisms, marriages and deaths.
- Seal.
- Archive.

Canon 536. The Parish is required to have (should the Bishop so direct) only one Pastoral Council.

Canon 537. The Parish is required to have one Finance Committee.

1.5.2. *Diocesan guidance.* The Diocesan guidance is contained in the Diocesan Parish Administration Manual:

2.16. *Amalgamation of Parishes*

The principal concern in amalgamating parishes must always be pastoral. Financial issues are secondary, and will naturally follow the pastoral arrangements. All (financial) records of the old parishes must be kept for six years. The checklist of financial points for consideration are:

- Account records. The new parish will have to incorporate all the constituents and activities of the suppressed parishes.
- Insurance. The insured properties should be transferred on to one record.
- Investments. The investments should be amalgamated but noting any restricted or permanently endowed funds.
- Foundation Masses. The details and investment records must be taken over by the new parish.
- Collections. All collections should be recorded centrally by the new parish and paid out promptly.
- Diocesan Levies. The basis of levy assessment will not change upon the amalgamation of the parishes into one. The new parish will not be disadvantaged.
- Bank Accounts. Closing bank accounts requires great care because of the many automatic transactions that can pass through them. Lists should be prepared of all supplier direct debits, Diocesan direct debits and Gift Aid standing orders. A process needs implementing to transfer them over to the new bank account. It may be preferable not to close an account with Gift Aid standing orders but to arrange for a monthly “switch” of the balance to another account. Contact the Diocesan Finance Office for further advice.

1.6. Strategic aim for 01 July 2015 – 30 June 2016.

By 30 June 2016 to be operating as a single unified parish consisting of four distinctive church communities supported by common central administration.

1.7. Planning objectives for 2015.

By 31 December 2015 to have:

- Instituted one single Parish Pastoral Council with elected representatives for each Church Community.
- Instituted a Parish Finance Committee and defined the remits of Parish Finance Committee and individual Church Finance Committees.
- Created a unified Parish accounting system amalgamating all constituent accounts into one account in which the constituent church accounts are clearly identifiable.
- Instituted a single Parish-wide insurance record.

1.8. Planning objectives for 2016.

1.8.1. On 01 June 2016, the date set by the Diocese for the canonical merger of the four constituent parishes to:

- Close individual church registrations of baptisms, weddings and funerals, opening single Parish registers from the date of the merger.
- End use of individual church seals, using one Catholic Parish of Guildford seal from the date of merger.
- Consolidate all financial accounts into a single Parish set of financial accounts.
- Consolidate all collections by regular automated transfers from constituent church accounts to the Parish Account.

1.8.2. By 30 June 2016 to have:

- Assembled all church archives into one Parish Archive curated by a volunteer Parish Archivist.
- Consolidated all Foundation Masses.
- Established the long-term paid staffing of central agencies / facilities and of individual churches.
- Constructed a parish-wide maintenance and improvement plan for all four churches and churchyards.
- Defined and instituted Parish outreach groups.
- Defined fund-raising causes.

1.9. Proposed milestones, indicators and responsibilities.

See below at 6.1.

CHAPTER TWO - COMMUNITY IDENTITY AND CENTRAL FACILITIES

2.1. The Priest and the community.

Up till now each church community – whether officially or not – felt it had ‘their’ priest. With the changed circumstances there are now three priests to four communities⁶. It is not correct for a deacon to be a mini-priest for the fourth community, and thus the Moderator himself needs to spend possibly more of his personal time with each community. The priests no longer have the time to immerse themselves in administration of constituent churches, but there is a need for:

- Parishioners to have access to priests, and thus they must be visible outside liturgical services.
- Priests, under canon law, to make appointments to bodies such as the Finance Committee, and to attend meetings.
- Priests to be sensitive to the distinctive nature of the four communities.

2.2. Keeping the community identity.

While St Mary and St Pius X represented that a church secretary would be needed to carry out local tasks (for example preparing hall for hire, servicing mail deliveries) and St Edward experienced several administrative gaps, in practice by the end of 2015 nearly all of the secretarial functions were being carried out at the Parish Office. The Parish is now supported by Parish Administrator/Financial Secretary, a Parish Secretary, a Secretary/PA to the Clergy and a contracted Accountant, all working out of the Parish Office. No constituent Church community has subsequently identified a need for a part-time paid church secretary. Community identity is represented by:

- Representatives of each Sunday Mass of each church on the Parish Pastoral Council.
- Representatives on the Parish Finance Committee.
- Individual church support teams, whether or not constituted as a formal body.

2.3. Central facilities. There is a significant difference between centralised administration and centralised control. It is apparent that:

- Clergy need a central reference point for tasking and co-ordination. This is best achieved at one central office preferably adjacent to the residence of the Parish Priest. The functions of Parish Secretary / PA to the clergy are now based at a central office.
- With ¾ of the churches using the same accountant, and the remaining church already using the same accounting system, amalgamation into one parish account with individual subsets (with devolved control of those subsets) was both logical and desirable. This has now been achieved within the capacity of the present accountant.
- The functions peculiar to each Church should be carried out in the premises of that church, not migrated to the Central Office for convenience or lack of lay volunteers.

⁶ In an average week the three priests are required to preside at a minimum of 31 Masses.

- There needs to be a visible separation of clergy residential quarters from offices. This can be carried out in 12 Eastgate Gardens and at Vine Cottage. The office suite at St Mary is more difficult to separate from the residential accommodation.
- While it may be desirable for many central functions to be carried out at the central parish office, in the days of modern instant communication co-location is not actually necessary. Thus the following functions could be moved to Parish office outstations:
 - Buildings and facilities co-ordination.
 - Archives and dormant files.
 - Storage.
 - Bulk reproduction facilities.
- The Parish has ample office space and storage facilities: it merely requires coherent reconfiguration to fit the new task.

2.4. Level of controls.

The principal areas for determination of the division of control are:

- Finance.
- Property maintenance.
- Fundraising.
- Facilities control (hiring out halls, grounds, etc.).

CHAPTER THREE - PERSONNEL

3.1. Clergy.

3.1.1. *Priests.* There are three permanent priests, augmented from time to time by visiting priests and priests on attachment. There is one priest who has retired from parish duties who is resident at Vine Cottage, Sutton Park. Priests from St Augustine's Abbey are available for limited duties in support of the Parish at the discretion of the Abbot: they currently undertake Masses and sacramental programmes at Charterhouse School, a weekly Friday lunchtime Mass in Guildford Town Centre⁷, and the Sunday Mass at the University. The Diocesan requirement (first articulated in 2010⁸) is for the Guildford Catholic Parish to service four churches with three priests, making no allowance for relief or long-term sickness.

3.1.2. *Deacons.* There are three Permanent Deacons. Two are local, of whom one has extensive duties at Royal Surrey County Hospital and the other is the Graveyard Administrator. The third, resident outside the diocese, is available at alternate weekends.

3.2. Lay Support.

3.2.1. *Central Parish Office.* The Central Parish Office is permanently staffed by: one full-time Parish Administrator; one full-time Parish Secretary; one full-time Secretary/ PA to the Clergy; one full-time Children Youth and Families Worker. In addition, one independent IT contractor, working on an as-required basis, is based on Parish Office premises; one contracted Accountant has office facilities at the Parish Office; and a Pastoral Assistant is based the Parish Office for one day a week until his work on the database is completed (anticipated autumn 2016).

3.2.2. *St Joseph.* St Joseph has a cleaner (who also cleans the Parish Office, Presbytery and Hall) and a gardener (who also maintains the small Presbytery garden). All other tasks are carried out by volunteers.

3.2.3. *St Edward.* St Edward has a part-time groundsman (2 days a week) whose primary task is the graveyard and the church grounds but also carries out maintenance and handyman jobs at the presbytery, Vine Cottage. A cleaner is employed twice a month to clean the church hall and also the 'School Room' within Vine Cottage.

3.2.4. *St Mary.* St Mary has a volunteer caretaker who receives no remuneration but who occupies the presbytery on a preferential rent agreement.

3.2.5. *St Pius* St Pius has a paid part-time cleaner for the hall (same person as at 3.2.2. above) and a cleaner for the church. All other tasks are carried out by volunteers.

⁷ Average attendance 6-8.

⁸ <http://www.abdiocese.org.uk/Bishop/pp2010>

3.2.6. *Lay support overview.* The present support is still unbalanced. That the Parish Priest is also the Dean of Guildford Deanery adds additional tasks. There is little separation of the support of the Parish from the support of St Joseph, whose Finance Committee as yet takes no responsibility for the administration of its hall and ancillary premises. The administrative support for St Edward is carried out by the deacon until 23 Sep 2016 located at the Parish Office. Each church community needs a regular and robust Finance and Property Committee and a Church Support Team.

3.3. Alleviation of priests' commitments. The principal purpose of reorganising the administration is to relieve priests of commitments which can be successfully carried out by deacons and laity.

3.3.1. *Sacramental commitments.* While not weakening the bond between priests and laity, some duties may sensibly be devolved:

- To Deacons: baptisms (outside Mass); weddings (outside Mass); funerals (outside Mass); funerals at crematoria; burials of ashes;
- To Extraordinary Ministers: taking Holy Communion to the housebound (unless Sacrament of Reconciliation is required).

Much of this already happens. Without removing priests from these tasks nor deflecting requests for priests to carry them out, the balance should move to:

- At Parish level: task deacons where appropriate.
- At Church level: task extraordinary ministers where appropriate.

3.3.2. *Administrative commitments.* Many administrative functions fall to priests and in particular to the parish priest under canon law. These break down into personal duties and duties which may be delegated. The *personal* functions are nearly all attributable to the parish priest as a result of Canon 532 wherein 'In all juridical matters, the parish priest acts in the person of the parish, in accordance with the law' and are:

- Catholic education (Canon 528.1).
- Security of the archive (Canon 535.4).
- Presiding over the Parish Pastoral Council, if appointed (Canon 536.1).
- Ensuring that there is a Parish Finance Committee (Canon 537)
- Ensure that the temporal goods of the parish are administered in accordance with Canons 1281-1288.

It should be noted that under Canon 543.2.3 'In juridical affairs, only the *moderator* acts in the person of the parish or parishes entrusted to the group'.

The functions which should be *delegated* may be:

- Devolving individual church financial and property matters to Church Finance Committees (CFC) with a clergy delegate on each Church Finance Committee.
- Centralising archives and appointing a voluntary parish archivist.
- Devolving non-financial functions of church administration to individual Church Support Teams (CST).

- Devolving Parish administrative functions to a Parish Administrator supported by Parish Office Team.

3.4. Proposed paid and volunteer staffing.

3.4.1. Option 1 – the original (November 2014) model

Parish	St Joseph	St Edward	St Mary	St Pius X
Parish Administrator (F/T)			Church Secretary and Facilities Secretary (16 hrs PW)	Church Secretary and Communications Secretary (30 hrs PW)
Parish Secretary (F/T)(40 hrs PW)				
Children Youth and Families Worker (F/T)				
Assistant Youth and Families Worker (P/T)				
Accountant (P/T)				
IT (Contracted out)				

3.4.1. Option 2 – the ideal model

Parish	St Joseph	St Edward	St Mary	St Pius X
Parish Administrator (F/T)	Church Secretary (P/T)	Church Secretary (P/T)	Church Secretary (P/T)	Church Secretary (P/T)
Parish and Deanery Secretary (F/T)				
PA to the Clergy (F/T)				
Children Youth and Families Worker (F/T)				
Assistant Youth and Families Worker (P/T)				
Communications Secretary (P/T)				
Facilities Secretary (P/T)				
Accountant (F/T or 2 x P/T)				
IT (Contracted out)				

3.4.3. Option 3 – the adopted model

Parish	St Joseph	St Edward	St Mary	St Pius X
Parish Administrator (F/T)				
Parish and Deanery Secretary (F/T)				
Secretary/PA to the Clergy (F/T)				
Children Youth and Families Worker (F/T)				
Assistant Youth and Families Worker (P/T)				
Accountant (Contracted out)				
IT (Contracted out)				

3.4.4. *Paid and volunteer staffing.* The adopted organisation is at
.....**Annex A**

CHAPTER FOUR – BUILDINGS AND REAL ESTATE

4.1. Residential accommodation.

4.1.1. 12 Eastgate Gardens. This contains accommodation suites for four people, each with sitting room, bedroom and bath/shower room. Each of the three priests has a suite (the married priest uses his as a pied-à-terre / office), the fourth being a guest suite. There is an additional bedroom (needing renovation) without en-suite facilities on the second floor. There is significant storage space on the same floor and in the attic. The clergy lounge, dining room and kitchen are separable from the offices but in practice office staff use the kitchen for coffee making and the dining room is used for some meetings.

4.1.2. Rented accommodation. The married priest with a family currently occupies a house in Guildford rented by the Diocese.

4.1.3. Vine Cottage. Vine Cottage is the presbytery of St Edward. It is a three bedroomed house with no en-suite facilities. It pre-dates the Church itself and, while historic, has several inconvenient features relating to differing floor levels on both floors. It is suitable for a family – although remote - but would require some modernisation for children. It is currently occupied by the retired priest of St Edward.

4.1.4. St Mary's Presbytery. The complete but small presbytery has accommodation for a single or married priest but little room for children. It is presently occupied by a lay family of which the husband undertakes caretaker duties. It is in need of significant renovation.

4.1.5. Residential accommodation rationalisation. The Parish thus has accommodation for three single priests in one house, for one married priest (without children) in a house occupied by a lay family, and for one priest and family, presently occupied by a retired priest and his wife. Renting a house in Guildford for a married priest with a family is an incremental expense, presently borne by the Diocese. The logical solution is for single priests to live in 12 Eastgate Gardens and the married priest to live in Vine Cottage. It would be desirable to have one active priest resident in Vine Cottage to give additional security to the rather isolated church. An offer has been made by the neighbouring Catholic school to purchase the St Mary's Presbytery.

4.2. Office accommodation.

4.2.1. Central Parish Office and St Joseph. The Central Office is in the Eastgate Gardens Presbytery. Although it had been fulfilling the functions of a Cluster Office for some years it has not disengaged itself from St Joseph. Thus every Monday the dining room is used for counting the St Joseph collection, a task which could well be carried out in the sacristy. The Parish Secretary and Secretary/PA to the clergy are well situated, and the Parish Administrator/Financial Secretary and the Accountant have now be re-located to another office. This office has an additional work station for the Chairman of the Finance Committee, Pastoral Worker, or anyone who needs occasional access.

An interview room (yet to be completed and furnished) also houses the photocopier which is in regular use. A staff kitchenette is unused as everyone uses the clergy kitchen. Storage utilisation has been rationalised. The dividing line between the house of the clergy and the facilities of the parish is indistinct and detrimental to both clergy privacy and confidentiality.

4.2.2. *St Edward.* The church office is the middle of the priest's house. The safe is in the dining room and the photocopier in the hall. By contrast the 'School Room' is underutilised, and contains a freezer. It has a basic adjoining toilet. While this could be used as an office, in practice St Edward's community no longer needs an on-site secretarial base, and the room (which is maintained by the Parish) is used for counting, prayer groups, and occasional meetings. A much smaller safe could be installed in the sacristy or in the confessional.

4.2.3. *St Mary.* The presbytery includes two church offices (one with a safe) and a lounge / meeting room, with use of the kitchen and toilet, although the sharing of the two latter with the resident is not ideal. Overtures have been made by the adjoining school to purchase the property in its entirety. Within the Church Hall complex there is considerable inefficient use of space and two serviceable rooms are used for haphazard storage. There would be enough office space within the church / hall complex were the presbytery to be disposed of.

4.2.4. *St Pius.* St Pius has a purpose-built office suite including large office, meeting room, kitchenette and storage space. Within the rest of the Church and facilities complex storage is efficiently used, and there is an additional meeting room off the Narthex – are not easily convertible to office purposes.

4.2.5. *Office accommodation rationalisation.* The remaining proposed rationalisation is:

- a. Parish office.
 - Close off residential accommodation from offices (minor internal works needed). Re-institute kitchenette for staff coffee-making, and the meeting room for staff dining room when required.
- b. St Edward.
 - Build small safe into sacristy.
- c. St Mary.
 - Convert link building into Church offices in preparation for disposal of Presbytery.
 - Rent out or dispose of presbytery.
- d. St Pius X.
 - Convert Meeting Room to archives.

4.3. Vehicles and equipment.

Each priest has his own car, privately owned. Deacons and staff use their private vehicles. There are no garages at St Joseph, nor requirement for external storage other than a limited amount of gardening equipment. St Edward's has a worn garage and two sheds which are used for storage of mowers and groundsman's equipment for graveyard maintenance, and outdoor tables and chairs: St Edward is the only church with good outdoor facilities. St Mary has no

garage and only limited need for gardening and outdoor maintenance equipment, but the presbytery has a small garden. St Pius has a shed but little outdoor maintenance needs.

4.4. Proposed real estate allocation.

The proposed allocation and distribution of staff to buildings is at..... **Annex B**

CHAPTER FIVE - FINANCIAL AND MANAGEMENT INFORMATION**5.1. Income and expenditure FY 2015.**

	St Joseph (includes Cluster)	St Edward	St Mary	St Pius X
Incoming resources				
Offertory & Collections	175,149	30,739	50,744	93,623
Donations	18,188	25,888	4,238	6,232
Legacies	0	0	0	500
Tax rebates / Gift Aid	27,755	9,186	7,000	19,551
Fundraising	34,807	1,155	9,057	1,492
Insurance claims	0	0	2,0260	0
Bank interest & Investment income	290	1,096	76	895
Repository	11,143	740	595	121
Candles	0	0	0	0
Chaplaincy	12,434	0	0	0
Rents	17,135	20,283	17,977	10,391
Asset sales / Grave sales	0	Included in Rents	0	0
Diocesan/Parish grants received	103,370	0	1,250	0
External grants received	0	0	0	0
Other income	0	0	0	0
Total incoming resources	400,285	88,524	90,940	133,543
Resources used				
Clergy	0	0	0	0
Personnel	134,453	13,581 ⁹	23,323	43,630
Travel	11,783	5	0	0
Office	12,247	3,107	2,159	3,773
Establishment /Utilities, rates, insurance	30,752	9,708	14,740	11,770
Domestic	10,532	3,976	1,993	800
Bank interest and paid charges	4	0	26	0
Repository costs	9,783	895	626	325
Property	53,931	12,668	18,889	7,851
Fundraising costs	6,595	408	9,146	1,250
Projects and equipment	8,441	0	5,755	3,773
Liturgy and pastoral	38,848	4,081	2,383	6,925
Schools	30	0	0	0
Transfers to Diocese	96,832	7,655	37,084	48,963
Third party grants	0	0	23,208	8,436
Other expenditure	0	0	0	0
Total resources used	414,235	56,089	116,127	137,499
Net movement in funds	(13,949)	32,435	(25,187)	(3,955)
Total funds brought forward	227,294	28,850	27,425	274,174
Total funds carried forward	213,344	61,285	2,238	270,218

⁹ St Edward accounts for stole fees in and out. The other three churches run a separate Stipend Account.

5.2. Balance Sheet as at 31 December 2015

	St Joseph (includes Cluster)	St Edward	St Mary	St Pius X
Current Assets				
Debtors	16,520	0	19,803	3,985
Cash in hand	-	0	210	0
Bank Account 1	29,771	30,765	(16,621)	61,668
Bank Account 2	1	0	8,035	219,785
Bank Account (200 Club)	1,079	0	11,225	0
Cluster Bank Account	194,451	0	-	-
Total current assets	241,824	30,765	27,425	285,438
Liabilities				
Creditors	28,569	0	8,918	14,617
Agency collections	(90)	3,863	68	603
Accounts payable	0	0	-	0
Total liabilities	28,479	0	8,987	15,220
Net Asset surplus (deficit)	213,344	61,285	2,238	270,218
Reserves				
Excess/(deficit) to date	(13,949)	32,435	(25,187)	(3,995)
Starting balances	227,294	28,850	27,425	274,174
Total reserves	213,344	61,285	2,238	270,218

Graveyard assets		1,175,000 ¹⁰	-	-
Graveyard liabilities		70,640 ¹¹	-	-

Comparison with FY 2014:

	St Joseph (includes Cluster)	St Edward	St Mary	St Pius X
FY 2014	(13,949)	32,435	(25,187)	(3,995)
FY 2015	93,404	692	(10,652)	10,225

5.3. Financial profile of churches.

Of the four constituent church communities only St Edward had an excess of income over expenditure, and this would still have been the case without sale of burial plots and graveyard rights. The St Joseph results should be read in the light of St Joseph bearing some additional Cluster expenditure in 2015. The excess of expenditure over income at St Mary has increased since the previous year. St Edward and St Pius have substantial capital assets – St Edward in saleable grave plots and St Pius in cash from sale of property.

5.4 Financing the clergy.

5.4.1. *Priests.* Currently the three priests draw a personal income from the Stipend Account into which are paid:

- Easter and Christmas offerings.
- Stole fees for weddings and funerals.
- Mass stipends.

The distribution of income is a matter for the Moderator. The expenditure on priests is thus limited to their living expenses, maintenance of residential property, local taxes, and utilities.

¹⁰ Represented by uncommitted graveyard plots.

¹¹ Represented by burial rights sold but as yet unused.

5.4.2. *Deacons.* Currently there are three deacons. Permanent Deacons as such are unpaid and unaccommodated. They have no pension nor widows’ pension entitlement. Where deacons are paid by the Church it is because they are employed for non-clerical duties. Otherwise their only church income is from stole fees.

5.4.3. *Fees and charges.* From 01 January 2016 one single Table of fees and suggested donations was instituted. This is based on:

- Annual Church of England table of fees and charges.
- National fee for attendance by Registrars at Authorised Buildings.
- Existing graveyard fee table.

The fees and charges table is at**Annex G**

5.5. Apportionment of charges.

The three original Cluster churches (St Joseph, St Mary, and St Pius X) apportioned the clergy costs to a formula based on Mass attendance and the Children Youth and Families costs to a formula based on take-up of these services. For 2015 these were apportioned as below:

	Clergy costs	Children youth and families’ costs
St Joseph	50.4%	56.7%
St Mary	23.1%	22.0%
St Pius X	26.5%	21.3%

With effect from 01 January 2016 one unified budget was adopted and apportionments were abolished. For management accounting individual church communities’ income and costs are tracked, but there is one central parish accounting system. Individual communities however retain control over their own halls, retain the income and are responsible for the maintenance.

5.6. Church halls.

There was previously no common policy for church halls – indeed there was no agreement as to whether they should generate income or be a general church facility. Only one has a permanent bar. To generate income, usage does not necessarily have to be secular: for example, with the Diocesan retreat centre so far away St Edward’s hall could become a venue for day retreats. The Parish is now in a position to offer a range of options for hall usage to generate funds for, say, the decoration and maintenance of the adjacent church. While Parish events in halls (for example RCIA programme) are not cross-charged within the accounts, communities remain the arbiters for their own halls.

5.7. Salaries and remuneration.

Individual salary information is not included in this document. From 2016 the Parish Finance Committee has reviewed the salaries of employed personnel and recommended increases or retention of present scales to the Moderator. In 2016 this exercise was completed in April 2016.

CHAPTER SIX – FORWARD PLAN 2015-2016

Serial	Task	Target	Indicator	Responsible
2015				
2015.1	Legal (none)			
2015.2	Representational			
2015.2.1	Institute one single PPC with elected representatives for each Church Community.	<i>Achieved</i> <i>Achieved</i> 12/13 Nov 2016 <i>Achieved</i>	TOR PPC promulgated. First Meeting completed. Community elections completed Second meeting completed	Administrator PPC PPC PPC
2015.2.1	Institute PFC and define the remits of PFC individual CFCs.	<i>Achieved</i> <i>Achieved</i> <i>Achieved</i>	TOR PFC promulgated. First Meeting of PFC completed TOR CFCs promulgated	Administrator PFC Administrator
2015.3	Church and Facilities Administration			
2015.3.1	Establish CSTs	<i>Achieved</i> <i>Achieved</i>	TOR CSTs promulgated. 4 x CSTs established	Administrator CSTs
2015.3.2	Establish policy for letting halls	<i>Achieved</i>	Policy promulgated on website	Administrator
2015.3.3	Establish Hall letting procedures	<i>Achieved</i>	Procedures on Parish website	Administrator
2015.4	Financial			
2015.4.1	Policy on apportionment of parish and individual church contributions and liabilities from 2016: Stipends Clergy expenses Parish staff Parish facilities Clergy residences Graveyard	<i>Achieved</i>	Policy promulgated	PFC
2015.4.3	Construct 2016 Parish Budget:	<i>Achieved</i> <i>Achieved</i>	Draft Budget completed. Budget promulgated	PFC PFC
2015.4.4	Institute a single Parish-wide insurance record.	<i>Achieved</i>	Single record at Parish Office	Administrator
2015.5	Real Estate			
2015.5.1	Rationalise priests' residential accommodation: Vine Cottage:	<i>Achieved</i>	Diocesan decision.	Diocese

	St Mary's Presbytery 12 Eastgate Gardens	No date Postponed to 31 Dec 2016	Decision on retention or disposal. Divide residence from offices.	Administrator
2015.5.2	Reconfigure offices: Parish Office	<i>Achieved</i> Postponed to 31 Dec 2016 <i>Achieved</i>	East Office: Parish Secretary and PA/Clergy. West Office: Administrator, Accountant(s) and Treasurer. Take kitchenette into use. Outsource bulk printing.	Administrator Administrator
2016				
2016.1	Legal			
2016.1.1	Close individual church registrations of baptisms, weddings and funerals; open single Parish registers.	<i>Achieved</i>	Registers closed.	Administrator
2016.1.2	End use of individual church seals, using one Catholic Parish of Guildford seal from 01 Junn 2016.	<i>Achieved</i>	New seal made	Administrator
2016.1.3	Consolidate all church archives into one Parish Archive curated by a volunteer Parish Archivist.	30 Dec 2016 30 Dec 2016	Parish Archivist (volunteer) appointed. All archives co-located and indexing programme initiated.	Administrator Archivist
2016.1.4	Consolidate all Foundation Masses.	<i>Achieved</i> <i>Achieved</i>	Parish plan produced. Financial income consolidated into stipend account	Parish Secretary Administrator
2016.2	Staffing			
2016.2.1	Establish the long-term paid staffing of central agencies / facilities	<i>Achieved</i>	Staff contracts in place	Administrator
2016.3	Real Estate			
2016.3.1	Construct a parish-wide maintenance and improvement plan for all four churches, halls, presbyteries and graveyard.	30 Dec 2016	Plan approved by PFC	(TBA)
2016.3.2	Design archive repository and archivist office	30 Dec 2016	Plan approved by PFC	Administrator
2016.3.3	Construct archive repository and archivist office	30 Dec 2016	Convert St Pius X office to accept archives	Administrator

2016.3.4	Design offices in St Mary's link building	31 Dec 2016	Plan approved by PFC	St Mary's CFC
2016.4	Outreach			
2016.4.1	Define and institute Parish outreach groups.	30 Jun	Groups on website	PPC
2016.4.2	Define fund-raising causes.	30 Jun	Policy promulgated	PPC
2016.5	Financial			
2016.5.1	Amalgamate all church and other financial accounts into consolidated Parish Financial Accounts. Produce to the Diocese a single set of Financial Statements.	<i>Achieved</i> As at 31 Dec 2016	Amalgamation complete. Received by Diocese 2017	PFC CFCs
2015.4.5	Consolidate all offertory collections.	<i>Achieved</i>	System for automatic transfers from Church accounts to Parish accounts instituted	PFC
2017				
2017.1	Real Estate			
2016.3.5	Construct offices in St Mary's link building	30 Jun	Offices constructed	St Mary's CFC
2017.1.1	Dispose of surplus property	30 Dec	Disposal completed	Diocese

Rev Dcn J Michael Phillips
Parish Administrator
23 September 2016

Annexes:

- A. Personnel – Proposed Organisation.
- B. Real Estate – Proposed organisation.
- C. Financial Administration – Proposed organisation.
- D. Committees and Support Teams – Terms of Reference.
- E. Fees and charges 2016.
- F. Explanatory notes on Moderator / Parish Priest.