



The Diocese of
Southwark

Handbook of Governance

Synodical Triennium 2024-2027 Edition

‘The Lord gives power to the faint, and strengthens the powerless’

Isaiah 40:29

Christ Centred | Outward Focussed



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List of Appendices which can be found online

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Introduction to the Handbook 2024-2027 Triennium Edition

Southwark Vision 2024-2035 is Christ Centred | Outward Focused. The Diocese reflects this not only in its parochial and missional activities, but also in its operational and governance structures. The 2024-2027 edition of the Handbook of Governance is the first edition which will support the new Southwark Vision. The changes made in this edition continue the Diocesan practice of ensuring the governance structure reflects practical learnings from previous editions of the Handbook. A full explanation of these is included in the introduction to the 2018-2021 edition which is at [online](#).

In order to make the document easier to navigate, it will be uploaded to the website so that members will be able to access the most up-to-date information. Full hard copies will be available to all Trustees. To reflect the commitment to the [Diocesan Environment Policy](#), appendices previously included in the Handbook will be linked to online resources.



Everything contained within this revision of the Handbook of Governance stems from Southwark Vision, with focus on the Synodical Triennial Priorities, in order to be a Christ-Centred | Outward Focused Diocese in a Church which is Simpler, Humbler, Bolder.

Revisions were summarised and presented in line with Southwark Vision to Diocesan Synod in July 2024.

The Diocesan Synod

The Standing Orders and Constitution of Diocesan Synod can be found at [Appendix L](#). Electing members of Diocesan Synod for their qualities and potential contribution, including because some are skilled for service as Diocesan Council of Trustees members, can improve communication concerning governance. Such an informed process offers transparency and enables those voting to know more about their fellow-Christians. The composition of local government bodies suggests that majority ethnic and GMH/UKME candidates alike come through such a process.

Enhancing the role of Diocesan Synod brings theological as well as practical benefits. The skills that Synod members bring are the honing and developing of God-given gifts offered in the Church's service. It is important that we continue to think theologically along these lines as we go forward: to enhance Diocesan Synod, to ensure the membership and the qualities needed for good governance and to reflect on our own participation.

Purpose

Diocesan Synod is our primary elected, representative body and brings people together from across the Diocese. It considers resources, holds vision, drives mission, sets strategy and shapes priorities. It may respond to questions put to it by the General Synod. It is an advisory and deliberative body. It is not an executive body.

If the Diocesan Synod is carrying out its primary purpose, it debates the vision and sets the strategy and priorities, which the Diocesan Council of Trustees will take further. Diocesan Synod considers the Diocesan budget, which does not become the budget without Synod's approval; it receives and adopts the Diocesan accounts. The Synod responds to inquiries from General Synod and conducts debates on matters requested by General Synod. A self-review question for Diocesan Synod could be, 'How far are our debates mission focused?'

Members of Diocesan Synod elect some of their number to the constituent bodies of the Diocesan Council of Trustees. In this way, and in accordance with the Diocesan Boards of Finance Measure, 1925:

- three quarters of the membership of the Diocesan Council of Trustees (Diocesan Board of Finance) are elected by the Diocesan Synod
- of that three quarters so elected, two thirds are also members of the Diocesan Synod.

Diocesan Synod is therefore the electing body of the Bishop's Council, the Diocesan Board of Finance and the Diocesan Mission and Pastoral Committee.

Members of Diocesan Synod embrace the role of providing effective reporting back to and from parishes and deaneries. As many members as possible bring the qualities required for trusteeship, as well as for discerning vision and debating strategy. Such qualities include the ability to ask questions for clarification and information, as well as to draw on a diversity of understanding of church and Diocesan life. The mission of the Diocese is on their hearts as they offer themselves for service.

The Diocesan Synod reviews the exercise of functions by the SDBE, with SBDE chairs and officers regularly reporting back at meetings of the Diocesan Synod. The SDBE may take the advice from groupwork-sessions which happen from time to time at meetings of the Diocesan Synod. The Diocesan Synod votes on proposed changes to the SDBE governance structures and supports the introduction of the SDBE Multi Academy Trust.

Membership

Members of Diocesan Synod are elected by members of Deanery Synods every three years as follows:

- Annual Parochial Church Meetings (APCMs) elect PCC members
- APCMs elect members of Deanery Synod every three years. Those members become ex officio members of PCCs to create channels of communication between parish and Deanery
- Deanery Synods elect the members of the Diocesan Synod, also every three years. Those members become ex officio members of Deanery Synods - again, to enable communication.

The number of representatives to each Deanery Synod increases with the size of the parish electoral roll. Similarly, the number of members each Deanery elects to the Diocesan Synod is in proportion to the electoral roll numbers of the parishes in the Deanery.

Any priest or deacon who is a member of Deanery Synod may be elected to Diocesan Synod. Any lay person who is an actual communicant of sixteen years or upwards and whose name is entered on the roll of any parish in the Deanery, may be elected to the Diocesan Synod.

Lay representatives to the Diocesan Synod do not have to be members of the Deanery Synod but become ex officio members of Deanery Synod by election to Diocesan Synod. Members remain members for three years unless resigning. There is no limit to the number of terms which can be served.

The Diocesan Synod also has ex officio members and total membership is of up to 199 people of whom about half must be clergy and about half lay.

The Diocesan Synod consists of a House of Bishops, a House of Clergy and a House of Laity. The composition of each is set out below:

House of Bishops

Bishop of Southwark (President of Synod), Area Bishops (4)

House of Clergy

ex-officio: the Dean (1), the Archdeacons (6), the clergy on General Synod (7); other members of the House of Clergy of General Synod who reside in the Diocese (0).

elected: clergy - one per six clergy members of Deanery Synod elected by Deanery Synod (73)

co-opted: up to five clergy members co-opted by the House of Clergy (5)

nominated: up to five clergy members nominated by the Diocesan Bishop (5)

House of Laity

ex-officio: the chancellor (1), the chair of the Diocesan Board of Finance (1), the chair of the Diocesan Advisory Committee (1), the members elected from the Diocese to the House of Laity of the General Synod (7); *ex-officio* or co-opted members of the House of Laity of General Synod (0)

elected: one per 500 members on the total electoral rolls of the parishes of the Deanery elected from and by Deanery Synods (78);

co-opted: up to five lay members co-opted by the House of Laity (5)

nominated: up to five lay members nominated by the Diocesan bishop (5)

The Diocesan Secretary is the secretary to the Diocesan Synod.

Other senior officers and Heads of Department are usually in attendance. The organisation chart of those likely to be in attendance at Synod is at [Appendix D](#).

Legalities

The Synodical Government Measure, 1969, Section 4, says that the functions of the Diocesan Synod shall be:

- a. to consider matters concerning the Church of England and to make provision for such matters in relation to their diocese, and to consider and express their opinion on any other matters of religious or public interest
- b. to advise the bishop on any matters on which they may consult the Synod
- c. to consider and express their opinion on any matters referred to them by the General Synod, and in particular to approve or disapprove provisions referred to them by the General Synod under Article 8 of the Constitution
- d. to consider proposals for the annual budget for the Diocese and to approve or disapprove them

- e. to consider the annual accounts of the Diocesan Board of Finance of the Diocese.

Provided that the functions referred to in paragraph (a) hereof shall not include the issue of any statement purporting to declare the doctrine of the Church on any question. Section 4(3) of the 1969 Measure states that *“it shall be the duty of the bishop to consult with the Diocesan Synod on matters of general concern and importance to the diocese.”* Part 4 of the Church Representation Rules contains detailed provision as to membership of the diocesan synod.

The Diocesan Council of Trustees

Purpose

The Diocesan Council of Trustees holds, through its three constituent bodies, responsibility for the policy, financial and pastoral (DMPC) decisions necessary to implement the vision and strategy of Diocesan Synod. At the Diocesan peer review in 2017, there was a positive comment about the revised governance arrangements in bringing together policy and finance with coterminous membership.

The three constituent bodies of the Diocesan Council of Trustees are:

- Bishop's Council
- the Diocesan Board of Finance [incorporating the Parsonages Board]
- the Diocesan Mission and Pastoral Committee

These remain legally distinct bodies with identical membership. Their meetings are normally distinct within the agenda of the Diocesan Council of Trustees but not held on separate occasions as membership is coterminous. Synod directs the DCT through the Bishop's Council constituent body.

All members, whether elected or nominated, of the Diocesan Council of Trustees are full voting members of all its constituent bodies. They engage in debate and decision from the perspective of all these bodies.

As Trustees, members take responsibility for timely, accurate and local communication. They are expected to consult with and to report to deaneries and parishes by means of whose election they become members. Trustees are required to follow charity law and guidance issued by the Charity Commission including declaring conflicts of interest and submitting other required documentation within three months of the start of their term. Trustees must declare any conflicts of interest, or any other circumstances which would disqualify them, when they arise during their term as a trustee. A trustee failing to comply with these requirements will be expected to step down.

Governance

- a. Having due regard to best practice in the Church of England and charity sector generally, the Chairs of the constituent bodies of the Diocesan Council of Trustees take responsibility, on behalf of trustees, to review and ensure the appropriateness of the mix of skills and up-to-date experience on the various committees and sub-committees
- b. trustee and committee member induction, training, and succession planning
- c. the maintenance of a Register of Interests for all members, directors and trustees of the Diocesan Council of Trustees and other committees, and compliance with the Business Ethics and Declaration of trustees, senior staff and contractors (see [Appendix M](#)) and the Code of Conduct (see [Appendix G](#)).

- d. adherence to terms of office, and attendance, and improvement of representation by variety and diversity of membership.

Procedure

The Diocesan Council of Trustees normally meets five times per year. Papers are circulated electronically two weeks before the meeting; hard copies will be posted second class the following day upon request. Diocesan Synod receives minutes of the Diocesan Council of Trustee meetings. One meeting is usually an All Day meeting for strategy.

One Diocesan Council of Trustees meeting, following a budget meeting, receives the accounts and constitutes the AGM of the Diocesan Board of Finance. This meeting reviews the past year and looks forward to the coming year. It scrutinises and reviews the performance of the Diocesan administration and considers future plans.

Remaining meetings will normally:

1. receive updates in the form of papers for noting, sent and read in advance; questions on papers should be submitted to the Diocesan Secretary 48hrs in advance of the meeting. Where no questions are submitted, papers for noting will be considered deemed business. This is to ensure proper scrutiny of papers by trustees in advance and to enable substantive debate on items for discussion and decision at meetings
2. take a finance item including any reporting back on the Parish Support Fund
3. take at least one significant item of policy for discussion and normally decision by the three constituent bodies of the Diocesan Council of Trustees. Examples of such policy items could include, but are not, of course, limited to: Communications; Fresh Expressions, new churches, and other new mission initiatives; Lay and ordained patterns of training before and after ordination; Parsonages; work in relation to the Southwark Diocesan Board of Education; the work of the Diocesan Advisory Committee (DAC).

The Diocesan Secretary, as secretary of the Diocesan Synod, is also the secretary of the Diocesan Council of Trustees and its constituent bodies, save that the Deputy Diocesan Secretary may be secretary to the Diocesan Mission and Pastoral Committee. Items of Any Other Business must be notified to the Diocesan Secretary 48hrs in advance of the meeting to be taken at the discretion of the Chair of the relevant body.

The Diocesan Council of Trustees (all constituent bodies) is quorate in accordance with the Memorandum of Agreement and Articles of Association of the Diocesan Board of Finance, and the non-conflicting requirements of any other governing instrument of any of its constituent bodies. If the Diocesan Council of Trustees is not quorate, the chairs of its constituent bodies shall determine if each independent body is quorate and transact such business as may be possible.

Procedure in addition to that set out here is detailed below under the heading of each constituent body or contained in the relevant church law and regulation, save that apologies for the meeting should be sent to the Diocesan Secretary, and accepted in advance by the chair of the relevant body directly or through the Diocesan Secretary. Elected or appointed members absent for three consecutive meetings without such apologies and such acceptance of apologies, shall be deemed to have resigned from all constituent bodies of the Diocesan Council of Trustees.

Membership

Membership is largely determined by the legislative requirements of the constituent bodies of the Diocesan Council of Trustees: the Diocesan Board of Finance (incorporating the Parsonages Board), the Bishop's Council, the Diocesan Mission, and Pastoral. All members are members of all three bodies and Directors and Trustees of the Diocesan Board of Finance.

Elected members normally serve for one or two terms of three years and may serve for three terms of three years. Members elected by and from Diocesan Synod cease to be eligible for the trustee body as members of Synod when no longer on Synod, save that membership of the Diocesan Council of Trustees continues until new members are elected after the triennial Synod elections. Terms are counted from these elections. All elected members cease to be eligible for the trustee body for one term of three years upon having served for three terms of three years.

Clergy		Laity	
The President of the Diocesan Synod (<i>ex-officio</i>)	1		
The Archdeacons (<i>ex-officio</i>)	6	The Chair of the Board of Finance nominated by the Diocesan Bishop elected by the Diocesan Board of Finance and ex officio thereby a member of the House of Laity	1
Up to three Area Bishops being members of the House of Bishops, elected by the House of Bishops	3	The Vice-Chair of the Board of Finance nominated by the Diocesan Bishop, elected by the Diocesan Board of Finance	1
The Chair of the House of Clergy elected by the House of Clergy to be Chair of House and a member of the Diocesan Council of Trustees	1	The Chair of the House of Laity elected by the House of Laity to be Chair of House and a member of the Diocesan Council of Trustees	1
Two licensed or beneficed clerics from each episcopal area being members of the House of Clergy, elected by the House of Clergy	6	Twelve lay persons being members of the House of Laity, elected by the House of Laity, of whom at least three shall be from each episcopal area	12
		Six lay persons with up-to-date financial expertise elected by the House of Laity but not necessarily members of the House of Laity	6*
	Clergy: 17		Laity: 21

*In the first instance, elected by and from the current Diocesan Board of Finance to serve as members and directors for not more than three years

The Diocesan Bishop, after appropriate consultation, may nominate up to four further members for their relevant and up-to-date expertise. Of these, not more than two shall be clergy and all shall have full voting rights. All nominated members serve for three years and may normally serve for a second term of three years. They may serve for a third term of three years and shall then stand down for at least one term.

The maximum membership of the Diocesan Council of Trustees is 42.

In attendance

Normally, Heads of Department when necessary to support papers relating to their work or for questions on minutes or circulated papers, and only for that part of the meeting. An indicative list of those who may be in attendance from time to time would include those on the organisation chart at [Appendix D](#).

Always in attendance

- The Bishop's Chaplain
- The Diocesan Secretary, who is Secretary to the Diocesan Council of Trustees' constituent bodies
- The Diocesan Secretary's EA, who is Assistant Secretary to Synod (minutes).
- The Deputy Diocesan Secretary (who is a nominated deputy of the Diocesan Secretary)
- The Director of Finance and Financial Investment (who is a nominated deputy of the Diocesan Secretary).

Legalities

The President of the Synod is the Diocesan Bishop who is *ex officio* on the Diocesan Council of Trustees by virtue of the Diocesan Boards of Finance Measure, 1925, Section 1(2)(d). The Archdeacons are *ex officio* members of the Diocesan Council of Trustees by virtue of the Mission and Pastoral Measure, 2011, Schedule 1, paragraph 4.

The Diocesan Council of Trustees: Bishop's Council

The Bishop's Council is one of the three constituent bodies of the Diocesan Council of Trustees. Membership is coterminous with the other bodies of the Diocesan Council of Trustees.

Purpose

The Bishop's Council is the Standing Committee of the Diocesan Synod. It:

- approves policy to implement strategy
- sets targets and scrutinises performance in key areas of activity e.g. progress under Southwark Vision, the Implementation of lay leadership and Lay Ministry initiatives
- receives reports preliminary to or on behalf of Synod in accordance with an agreed cycle or exceptionally on the recommendation of the Policy and Finance Committee, e.g. from WelCare, Diocesan departments (Vocations, Training, Mission), the Southwark Diocesan Board of Education may carry out Synod's work when Synod is not in session advises the Bishop when they so requests
- is subject to Synod's direction; plans its business; initiates proposals for its action.

It also nominates members to other bodies, e.g. WelCare.

The Racial Justice Committee (previously known as the Diocesan Minority Ethnic Affairs Committee) is a committee of the Bishops Council.

Procedure

The procedure of the Bishop's Council is set out in standing orders of the Diocesan Synod, and rule 44(1)(h) of the Church Representation Rules.

Legalities

The Church Representation Rules require that the standing orders of diocesan synods provide for there to be 'a bishop's council and standing committee of the Diocesan Synod which has such membership as the standing orders may provide and the functions exercisable by it under section 4(4) of the Measure and such other functions as may be provided by the standing orders or by these rules or by any Measure or under Canon'.

The Diocesan Council of Trustees: Diocesan Board of Finance

The Diocesan Board of Finance is one of the three constituent bodies of the Diocesan Council of Trustees. All members are Directors and Trustees. Membership is coterminous with other bodies of the Diocesan Council of Trustees.

Purpose

The Diocesan Board of Finance is an incorporated charitable body, empowered to act as a Committee of the Diocesan Synod. Members are Directors and Trustees. They are responsible for the corporate governance of the Diocese as a charity and for the statutory Annual Report and Financial Statements made each year to the Charities Commission and Companies House. It has responsibilities for:

1. raising and disbursing money
2. setting targets and scrutinising performance in key areas of Diocesan life e.g.
3. progress under Southwark Vision employing staff
4. managing the assets of the Diocese providing administration
5. holding property on behalf of Diocesan
6. providing for the repair and replacement of parsonage housing under the Repair of Benefice Buildings Measure 1972

The Board provides information and advice on financial matters to clergy, PCCs and Treasurers. It also nominates members to other bodies e.g. The Southwark Diocesan Board of Education (SDBE) and the Multi Academy Trust, and WelCare.

Procedure

Diocesan Board of Finance procedure is set out in the Diocesan Board of Finance Measure, 1925, its Memorandum of Agreement and Articles of Association and such procedural rules for the Diocesan Council of Trustees as do not conflict with the Measure, Memorandum and Articles (see [Appendix C](#) and [Appendix B](#)). Trustees have a duty to consult with, and to provide feedback to, those who elect them. They hold the responsibility for timely, accurate and local communication. It is important that the members of all the constituent bodies refer back to the parishes and deaneries but particularly important in the case of the Diocesan Board of Finance. Members are one of several strands ensuring effective communication to parishes and deaneries, not least concerning the stewardship of parish pledges for the Parish Support Fund.

Legalities

The Diocesan Boards of Finance Measure, 1925, stipulates that every Diocese shall have a Diocesan Board of Finance which shall be registered as a Company and empowered, amongst other things:

1. to hold real and personal property for purposes connected with the Church of England
2. to perform, work and to transact business in connection with the Church of England and the Diocese and to act as a committee of the Diocesan Synod
3. to have such other powers as the Diocesan Synod of the Diocese concerned may think necessary or expedient in view of the requirements of the Diocese.

The Measure also stipulates that:

- a majority of the Board shall be lay
- three quarters of the membership shall be elected by the Deanery or Diocesan Synods as specified in the Memorandum of Agreement and Articles of Association
- two thirds of the three quarters, howsoever elected, must be members of Diocesan Synod
- remaining members shall be elected, nominated or co-opted as allowed by the Memorandum of Agreement and Articles of Association
- there must be a maximum membership specified.

All members of the Board serve also as directors of the Board (and are, accordingly, its charity trustees). Meetings of the Board are usually constituted as directors' meetings, unless the Board is asked to give approval to a resolution which must by law be passed by the membership of the Board.

The Repair of Benefice Buildings Measure, 1972, stipulates that:

every Diocesan Synod shall provide by scheme either—

- a. for the appointment of a Board for the purposes of this Measure, which shall be known as the Parsonages Board for the diocese concerned; or
- b. for designating the Diocesan Board of Finance as the Board for the purposes of this Measure.

The Diocese has chosen to have a Parsonages Board incorporated as a part of the Diocesan Board of Finance which reflects the unified operation and management of Diocesan Assets (detailed in the monthly report, annual statements, and accounts), whilst still retaining a distinct visibility of parsonages and parish property. As such, the Diocesan Board of Finance, allowed to exercise these functions under this measure, shall have the power to enter into contracts, hold property, borrow money, execute works (whether by entering into contracts or by the employment of direct labour), and have such other ancillary powers as may be provided by scheme of the Diocesan Synod; which has been the operating practice.

It shall be for the Diocesan Board of Finance, acting as the Parsonages Board, to appoint surveyors under section 1(2) of the 1972 Measure, and it may carry out all other tasks which a Parsonage Board may carry out, including:

- executing works of interior decoration of parsonages houses (by agreement with the incumbent);
- executing works of improvement, demolition or erection of parsonages houses by agreement with the persons on whom those powers are conferred under Part 1 of the Church Property Measure 2018;
- appointing diocesan surveyors to inspect buildings other than parsonages houses which are nonetheless used by members of the clergy or lay workers serving in the diocese;
- carrying out repairs, interior decorations, improvements, demolitions or erections of buildings held for charitable purposes connected with the Church of England by agreement with the persons having management or control of such buildings; and
- making regulations concerning inspections and repairs, to be laid before and approved by the Diocesan Synod

The Diocesan Board of Finance formally carries out functions under the Repair of Benefice Buildings Measure 1972 through its Parsonages Committee. However, this committee has the same membership as the Board as a whole, which itself has adequate representation for clergy and laity, including the archdeacons.

As the Board is coterminous with the other parts of the DCT, the annual statutory report and accounts serves this purpose for Commissioners.

The Parsonages Committee may delegate authority to make operational decisions to its chair or vice-chair, the Diocesan Secretary and the Archdeacons, or to one or more of those persons acting jointly. Schemes of delegation may impose condition and limitations, and may authorise sub-delegation of individual tasks. This does not alter the existing Scheme of Delegation (as set out on page 45) already approved by the Diocesan Synod, and currently in use.

The Capital Plan, presented to Trustees each month, includes any proposals for the buying or selling of parsonages, or major work which must be carried out on existing parsonages. Said proposals are already agreed by the Archdeacons and the Diocesan Secretary, and, as such, are regarded as deemed business for the Trustees, unless queries are raised. The Key Performance Indicators, circulated to Trustees, articulate Parsonage usage. The Archdeacons and Diocesan Secretary meet monthly to collaboratively work on operational property policies and matters.

The detailed Management Reports and Financial Accounts are also presented to the PFC at each meeting.

The Board of Finance is the body which ensures that the Diocese has good, or better, corporate governance in line with current Company legislation and Charity Commission guidance, and the recommendations of our auditors. The Charity Governance Code for Larger Charities is one of the guides that trustees will find helpful. See [online appendices](#). The Diocesan Secretary reports to the Bishop of Southwark and is also accountable to the Chair of the Board of Finance, who chairs the Charity and signs the statutory report and accounts annually on behalf of trustees. Among those matters of which its members, directors and trustees must be mindful are:

1. best practice for Trustees as indicated by the Charity Commission:
 - a. understanding their role
 - b. ensuring delivery of organisational purpose
 - c. working effectively both as individuals and as a team exercising effective control
 - d. behaving with integrity
 - e. being open and accountable.

2. the fulfilment of the statutory duties of directors - in summary, these are:
 - a. to act within powers in accordance with the company's constitution and to use those powers only for the purposes for which they were conferred
 - b. to promote the success of the company for the benefit of its members
 - c. to exercise independent judgement
 - d. to exercise reasonable care, skill, and diligence
 - e. to avoid conflicts of interest
 - f. not to accept benefits from third parties
 - g. declare an interest in a proposed transaction or arrangement.

The Diocesan Council of Trustees: Diocesan Mission and Pastoral Committee

The Diocesan Mission and Pastoral Committee is one of the three constituent bodies of the Diocesan Council of Trustees. Membership is coterminous with the other bodies of the Diocesan Council of Trustees.

Purpose

The Diocesan Mission and Pastoral Committee makes recommendations to the Diocesan Bishop, after local consultation, concerning arrangements for pastoral supervision and care in the Diocese including in relation to:

- pastoral reorganisation - changes to boundaries, uniting benefices, creating teams and so on - for the betterment of the mission of the Church
- strategies or proposals (which the Committee draws up) for making better provision for the cure of souls, which may include reorganisation
- the future of churches no longer required for public worship.

Procedure

The procedure of the Diocesan Mission and Pastoral Committee is prescribed in the Constitution of the Committee provided by the Diocesan Synod; see below, Legalities.

Members will have a duty, as indicated above, to consult with, and to provide feedback to, those who elect them. They hold the responsibility for timely, accurate and local communication. It is important that the members of all the constituent bodies refer back to the parishes and deaneries not least in the matter of pastoral reorganisation which may present parishes and deaneries with considerable change.

Legalities

The Mission and Pastoral Measure, 2011, obliges the Diocesan Synod to provide the Diocesan Mission and Pastoral Committee with a constitution. The Measure requires the committee to give an annual account of its activities to the Diocesan Synod. Sections 2 and 3 of the Mission and Pastoral Measure, 2011, specifies its duties in more detail:

Section 2 - Appointment of mission and pastoral committees

1. The Diocesan Synod of every diocese shall establish a committee which shall have the functions conferred on it under this Measure.
2. The committee established under subsection (1) may be called by such name as the Diocesan Synod may decide but, in this Measure and in any other enactment, instrument or document, shall be known as the Mission and Pastoral Committee.

3. The Mission and Pastoral Committee shall not be the same body as the Pastoral Committee established under section 1 of the 1983 Measure unless it is reconstituted in accordance with subsection (4) but, otherwise, subject to that subsection, may be an existing body or a new body established to carry out the functions referred to in subsection (1) and may have other functions in addition to those functions.
4. The Diocesan Synod shall provide the mission and pastoral committee with a written constitution or, if the committee is reconstituted as mentioned in subsection (3), an amended or new written constitution, which shall comply with the provisions of Schedule 1.
5. The Mission and Pastoral Committee shall present annually to the Diocesan Synod a report on its activities during the preceding year and shall also present annually to the Commissioners a report on the exercise of its functions under section 3(3)(e).

Section 3 - Functions of mission and pastoral committees

In carrying out any of its functions the mission and pastoral committee shall, without prejudice to section 1, have regard to worship, mission and community as central to the life and work of the Church of England.

In carrying out any of its functions the mission and pastoral committee shall also have regard to:

1. financial implications for the Diocese and the Church of England as a whole;
2. subject to subsection (5), the need to allocate appropriate spheres of work and to ensure that appropriate conditions of service are enjoyed by those employed or holding office in the Diocese and, where relevant, that reasonable remuneration is provided for all those engaged in the cure of souls;
3. the traditions, needs and characteristics of particular parishes; and
4. any other aspects of the policies of the Diocesan Synod to which the Synod has requested the committee to have regard in discharging its responsibilities.
5. It shall be the duty of the mission and pastoral committee:
 - a. to make or assist in making better provision for the cure of souls in the Diocese as a whole and, to the extent that the committee thinks appropriate, in particular parts of the Diocese or in particular parishes;
 - b. from time to time, as the bishop may direct, or as the committee thinks fit, to review arrangements for pastoral supervision and care in the Diocese as a whole and, to the extent that the committee thinks appropriate, in particular parts of the Diocese or in particular parishes (including sharing agreements in respect of a church or parsonage house and any proposals for sharing agreements);
 - c. from time to time, as the bishop may direct, or as the committee thinks fit, to prepare strategies or proposals for carrying out the committee's functions under paragraphs (a) and (b) for submission to the bishop and the Diocesan Synod for their approval;

- d. to maintain an overview of matters relating to church buildings in the Diocese and their use, other than matters which are within the jurisdiction of the consistory court or within the functions of the Diocesan Advisory Committee;
 - e. in the case of listed buildings or buildings in a conservation area, to
 - f. make, in accordance with section 55, every endeavour to find a suitable alternative use or suitable alternative uses for churches which are proposed to be closed and buildings which have been closed for regular public worship in the Diocese under a pastoral church buildings scheme and, in the case of any other such building, to develop proposals for the suitable alternative use or uses of the building or for the demolition of the building and the disposal of its site;
 - g. where it considers it desirable, to make recommendations to the bishop in accordance with section 6 or 21 for any of the matters for which provision may be made under this Measure (other than section 50) by a pastoral scheme or order; and
 - h. to carry out any other functions conferred upon a mission and pastoral committee of a Diocese by any enactment.
6. The mission and pastoral committee shall, in carrying out any of its functions, to the extent that it thinks appropriate, consult any other persons or bodies, whether within the Church of England or not, which exercise functions or carry out activities relevant to the functions of the committee.
7. Nothing in this section shall enable the mission and pastoral committee:
- a. to exercise functions conferred on any other person or body by or under any enactment, or
 - b. to fix or alter the terms of service of any person employed or holding office in the Diocese.

The Audit and Risk Committee

(A sub-committee of the Diocesan Council of Trustees)

Purpose

The Audit and Risk Committee has a wide remit on behalf of trustees which will normally be reviewed each triennium together with terms of reference. The committee will be focussing more on Risk at the request of the DCT now that the review of implementation of the revised governance arrangements has been successfully concluded and by reference to the Principal Risks which, since 2016, are part of Charity Commission requirements. Its oversight includes specific work on behalf of the Diocesan Board of Finance, which is the legal company and charity of the Diocese.

It has authority from the Diocesan Council of Trustees:

1. to support the Diocesan Council of Trustees in scrutinising risk in the areas covered by the Diocesan Council of Trustees and its constituent bodies. This includes those areas described as the Principal Risks in the Statutory Accounts
2. to support the trustees' role in governance issues covered by the constituent bodies of the DCT, mindful that governance in a large charity would normally be considered one of the principal risks
3. to inquire as to the numbers of committee meetings, cancellations of meetings and additional meetings of Diocesan governance bodies throughout the year, as well as to note the number of non-governance meetings
4. to support the Diocesan Council of Trustees (Diocesan Board of Finance) in overseeing all issues of financial probity and make recommendations to the Chair of the Board of Finance and trustees
5. to investigate any activity particularly at the request of the Chair of the Diocesan Board of Finance
6. to seek any information that it requires from any employee of the Board, normally through the Diocesan Secretary to whom the request should be made. All employees will be directed to co-operate with any request made
7. to obtain outside professional advice as deemed necessary; such advisors may attend meetings as invited.

Responsibilities

1. External Auditor
 - a. Review appointment of external auditor, including rotation of firm/audit partner; ensure terms of engagement and audit scope are appropriate
 - b. Review audit scope and auditor's procedures (as appropriate) in response to changes in regulatory requirements
 - c. Receive and respond appropriately to external auditor's Management Letter.
2. Annual Report and Statutory Accounts
 - a. Review draft annual report and financial statements, review the auditor's procedures in responding to changes in regulatory requirements, ensuring that all trustee responsibilities are properly satisfied.

3. Risk

- a. Review the risk register, with particular focus on risks with the highest likelihood of occurrence or highest potential impact, for recommendation to trustees
- b. Agree the principal risks that should be disclosed in the annual financial statements for recommendation to the DCT
- c. Review the overall approach to risk management
- d. Internal Controls and Governance.

Procedure

The Audit and Risk Committee shall meet at least four times a year, but the chair may determine that there should be more meetings in any one year. The meeting shall be quorate when three members, of whom one is a member of the Diocesan Council of Trustees, are present. Papers are sent out two weeks in advance. Minutes are received by the Diocesan Council of Trustees (Diocesan Board of Finance). Meetings should coincide with key dates in the Diocesan Board of Finance reporting cycle and should include:

1. pre year-end agreement terms of reference with both management and external auditors
2. receipt of draft financial statements and review of effectiveness of the audit process
3. progress/other meetings as required
4. external auditors and management may severally or jointly request a meeting via the committee chair if they consider this to be necessary.

Reporting Procedures

1. The secretary shall circulate minutes to all members of the Diocesan Council of Trustees (Diocesan Board of Finance)
2. The committee shall conduct an annual review of its work and make recommendations to the Diocesan Council of Trustees (Diocesan Board of Finance), where appropriate through the Policy and Finance Committee
3. The committee's duties shall be disclosed in the annual financial statements
4. The committee chair shall attend Diocesan Council of Trustees meetings and answer questions on the Committee's activities and responsibilities
5. The committee chair may also attend meetings of the Policy and Finance Committee, as an observer.

Membership

The Committee and its Chair are appointed by the Diocesan Council of Trustees (Diocesan Board of Finance). The Chair shall normally be a member of the Diocesan Council of Trustees but shall not be the Chair or Vice-Chair of the Diocesan Board of Finance. There are no stipulations concerning clerical or lay membership, but the Board shall appoint, in addition to the chair:

- five members with relevant and up-to-date expertise, of which at least two must be members of the Diocesan Council of Trustees but not including the Chair or Vice-Chair of the Diocesan Board of Finance;

In addition:

- the Chair of the committee, and at least one Diocesan Council of Trustees member of the committee, shall have significant relevant and up-to-date governance, financial or regulatory experience, e.g., as an auditor or finance director
- the Chair of the Diocesan Board of Finance and other trustees may attend if invited by the Audit and Risk Committee Chair
- the external auditors must attend at least one meeting a year without management present, and secretarial arrangements must be made to enable this.

The Diocesan Secretary is the secretary to the committee. The Director of Finance and the Deputy Diocesan Secretary are in attendance.

Members are appointed initially for one three year term and normally for a second three year term. They may be appointed for a third three year term. Elected members of the Diocesan Council of Trustees who are appointed to the Audit and Risk Committee cease to be eligible for the Committee as members of the trustee body once their membership of the trustee body ceases.

Apologies for the meeting should be sent and accepted in advance. Members absent for three consecutive meetings without such apologies and such acceptance of apologies, shall be deemed to have resigned.

Legalities

There is no requirement for a diocese to have an Audit and Risk Committee.

The Policy and Finance Committee

(A sub-committee of the Diocesan Council of Trustees, and its Standing Committee)

Purpose

The Policy and Finance Committee is a sub-committee of the Diocesan Council of Trustees and acts as its Standing Committee. It therefore fulfils a range of functions: e.g. in respect of the Diocesan Council of Trustees (Bishop's Council) for strategic policies and vision for mission and ministry, and also for the charity and company in law (Diocesan Council of Trustees (Diocesan Board of Finance)). Members who are not Trustees receive minutes from the DCT, and the DCT receives minutes from the Committee.

The Policy and Finance Committee makes recommendations for policy in line with strategy. It resources the Diocesan Council of Trustees for good decision-making; it supports the Diocesan Council of Trustees in its work as the Standing Committee of the Diocesan Synod. It advises the Diocesan Council of Trustees on how proposals for the use of Synod's resources can make effective progress. It advises and guides management in the work of Diocesan administration, scrutinising the draft budget and acting as the Stipends Committee. The Diocesan Secretary is accountable to the Chair of the Diocesan Board of Finance, and reports to the Diocesan Bishop. The Committee holds the work of the Diocesan Secretary and, through the Diocesan Secretary, the work of members of the Senior Management Team to account. An organisation chart is at [Appendix D](#). Members of the Senior Management Team may be asked to attend, through the Diocesan Secretary, by the Chair of the Committee for the purpose of scrutiny and accountability. It may appoint working groups to support its work. Its secretary is the Diocesan Secretary who attends all meetings.

Following the introduction of the Southwark Vision 2024-2035, and national initiatives, the principal work of the Committee reflects these Diocesan and National priorities.

Responsibilities

1. Under delegated authority from the Diocesan Council of Trustees (Diocesan Board of Finance), and through the Diocesan Secretary and the Senior Management Team, to account for:
 - a. financial propriety and responsibility in Diocesan administration
 - b. the delivery of strategic policies which the Diocesan Council of Trustees (Bishop's Council) approved for implementation
 - c. compliance with statutory requirements
 - d. the Parish Support Fund and the use and deployment of property; progress towards agreed annual objectives
2. Under delegated authority from the Diocesan Council of Trustees (Diocesan Mission and Pastoral Committee) to conduct necessary work relating to churches proposed for closure for public worship
3. To review progress towards medium term objectives and to review and monitor three - and /or five-year plans - for example, for integrated databases or major property projects

4. To review, scrutinise and, where appropriate, advise, on policies to be brought to the Diocesan Council of Trustees in relation to parsonages, redundant churches and other sites the ownership or administration of the Diocesan Council of Trustees (Diocesan Board of Finance) including glebe and benefice property
5. To initiate ideas for strategic policy, and to further ideas received from officers or other committees. The Diocesan Secretary and the Senior Management Team will develop these for review and for recommendation to the Diocesan Council of Trustees (Bishop's Council)
6. To review any strategic policy proposals from the Diocesan Secretary and the Senior Management Team before they are prepared for the Diocesan Council of Trustees
7. To review the annual objectives/plans prepared for approval by the Diocesan Secretary and the Senior Management Team as part of the budget planning process
8. To scrutinise in detail the prepared budget and annual plan
9. To approve the budget prior to presentation to the Diocesan Council of Trustees.
10. To agree the annual cost of living pay award for employees (normally as part of the budget planning) and to hear any appeals on remuneration, having the remuneration committee as its sub-committee
11. To give advice, guidance and support to the Diocesan Secretary and the Senior Management Team in their development of the professional staff of the Diocese
12. To discuss management reports, finance reports and other reports prepared for the committee and provide feedback and challenge.

Procedure

The Committee normally meets five times a year. The meeting is quorate with 50% of the clergy and 50% of the laity, normally with either the Chair of the Committee, or the Chair of the Diocesan Board of Finance, present. Papers are sent out two weeks in advance. Minutes are received by the Diocesan Council of Trustees.

Apologies for the meeting should be sent and accepted in advance. Members absent for three consecutive meetings without such apologies shall be deemed to have resigned.

Membership

Clergy		Laity	
The President of the Diocesan Synod (<i>ex-officio</i>)	(1)	The Chair of the DBF	1
An Area Bishop elected by the Area Bishops *	1	The Vice-Chair of the DBF	1
An Archdeacon from each Episcopal Area elected by the Archdeacons †	3	The Chair of the Investment Committee	1
Up to two clergy licensed or beneficed in the Diocese nominated by the Diocesan Bishop on the basis of expertise and taking into account any recommendation of the Audit and Governance Committee (of whom one must be also a member of the Diocesan Council of Trustees) elected by the Diocesan Council of Trustees.	2	Up to five lay people who are actual communicants and on the electoral roll of a parish in the Diocese, nominated by the Bishop on the basis of expertise and taking into account the recommendation of the Audit and Governance Committee (of whom one must be also a member of the Diocesan Council of Trustees) elected by the Diocesan Council of Trustees.	5

Clergy: 6 (7)

Laity: 8

* In the absence of an Area Bishop, they may delegate their position to an Archdeacon with full membership rights, including voting.

† In the absence of an Archdeacon, they may delegate their position to another Archdeacon with full membership rights, including voting.

In the case of absence from an Area Bishop or an Archdeacon, the Area Bishop or Archdeacon not able to attend the meeting may appoint a delegate, entirely of their choosing, for the duration of that meeting.

The Bishop appoints the Chair who can be the Chair of the Board of Finance. If the nominated Chair is not the Chair of the Diocesan Board of Finance, the position will be included in the numbers of lay members of the Committee.

The Chair, if not member of the Diocesan Synod or Diocesan Council of Trustees, becomes members of each, subject to the normal formal approval of Diocesan Synod.

The Bishop, if present, may take the Chair and has the right, but not the obligation, to attend. The Chair of the Diocesan Board of Finance shall chair at least one item of business, usually finance items, with the agreement of the Chair of the Committee. The Diocesan Secretary is the secretary to the Committee. The Deputy Diocesan Secretary and the Director of Finance are in attendance. Other members of the Senior Management Team may be in attendance, as the business of the Committee requires.

Members are elected or appointed initially for one three-year term and normally for a second three-year term. They may be elected or appointed for a third three-year term. Elected members of the Diocesan Council of Trustees who are elected to the Policy and Finance Committee cease to be eligible for the Committee once their membership of the trustee body ceases.

Legalities

There is no requirement for a diocese to have a Policy and Finance Committee.

The Investment Committee

(A sub-committee of the Policy & Finance Committee)

Purpose

1. To advise the Diocesan Council of Trustees (Diocesan Board of Finance,) directly or through the Policy and Finance Committee, on Investment Policies, management of the Glebe, and alternative investment proposals;
2. To implement such policies on behalf of the Policy and Finance Committee and actively monitor their effectiveness;
3. To determine the optimal means of realising such incomes as are required by the agreed Diocesan budget,
4. To review the performance of investment managers, comparing performance achieved with relevant indices, and make appropriate decisions concerning appointing and removing managers in line with Diocesan policy and committee purpose;
5. Review asset allocation and make recommendations to the Policy and Finance Committee concerning any changes to the statement of Investment Principles;
6. Recommend the selection of relevant and current professional advisers, notably in relation to the Glebe and Investment management;
7. Initiate proposals, within the sphere of this committee, aimed at optimising the financial effectiveness of the Diocese, including the investment of any surplus funds available for investment;
8. Undertake, on behalf of the Policy and Finance Committee, other appropriate functions as required by the Glebe and Endowments Measure 1976 and successor legislation.

Procedure

The Committee will meet at least once a quarter. It shall be quorate when four members, of whom at least one shall be the Chair or the Vice-Chair of the Diocesan Board of Finance, are present.

Papers will be sent out two weeks in advance and minutes are received by the Finance and Policy Committee for onward recommendation to the Diocesan Council of Trustees.

Apologies for the meeting should be sent and accepted in advance. Members absent for three consecutive meetings without such apologies shall be deemed to have resigned.

Membership

1. The Chair and Vice-Chair of the Diocesan Board of Finance.
2. One Archdeacon appointed by the Bishop, nominated by the Archdeacons taking into account the recommendation of the Policy and Finance Committee.

3. Up to six members, nominated by the Bishop on the basis of relevant and up-to-date expertise, and appointed after appropriate scrutiny by the Policy and Finance Committee, who need not themselves be members of the Policy and Finance Committee.

The chair shall be a member of Diocesan Council of Trustees (Diocesan Board of Finance). The Diocesan Secretary is in attendance and acts as secretary to the committee. At the invitation of the Chair, the Board's Investment Advisers may attend and receive papers for the part or parts of the meeting relevant to their role. The Director of Finance may attend each meeting. Other members of the Senior Management Team may attend as the business of the Committee requires.

Members are elected or appointed initially for one three-year term and normally for a second three year term. They may be elected or appointed for a third three-year term. Elected members of the Diocesan Council of Trustees who are appointed to the Investment Committee cease to be eligible for the Committee once their membership of the trustee body ceases.

Legalities

There is no requirement for a diocese to have an Investment Committee.

The Remuneration Sub-Committee

(A sub-committee of the Policy & Finance Committee)

Purpose

1. review and agree the remuneration for Diocesan Secretary, and members of the Senior Management Team
2. agree any changes carrying a material financial implication to employment policies
3. scrutinise and approve the Diocesan expenses policy prepared by the Diocesan Secretary.

Procedure

The Remuneration Committee shall meet annually. Papers are sent out two weeks in advance and briefing shall be received by the Policy and Finance Committee for onward recommendation to the Diocesan Council of Trustees (Diocesan Board of Finance). The meeting shall be quorate when three members, of whom at least two shall be on the Diocesan Board of Finance, are present.

Apologies for the meeting should be sent and accepted in advance. Members absent for three consecutive meetings without such apologies shall be deemed to have resigned.

Membership

The Diocesan Bishop (Chair). The Bishop shall nominate members on the basis of relevant and up-to-date expertise, taking into account the recommendation of the Audit and Risk Committee, for appointment by the Policy and Finance Committee. Members shall normally include:

1. the Chair and Vice-Chair of the Diocesan Board of Finance
2. The chair of the Policy and Finance Committee
3. up to two up-to-date specialists in HR and remuneration, as nominated above.

The Diocesan Secretary is the secretary to the meeting, withdrawing when under discussion.

Legalities

There is no requirement for a diocese to have a Remuneration Committee.

The Archdeaconry Mission and Pastoral Committees

Each Archdeaconry shall have an Archdeaconry Mission and Pastoral Committee (AMPC)

Purpose

The AMPCs form one level in consultation concerning pastoral reorganisation. They enable parishes, where suspension and/or pastoral reorganisation is considered, to meet with the archdeacon and a small group of members elected from Deanery Synods to express their views. The committees make representation to the Diocesan Mission and Pastoral Committee. They form an intermediate body between the Deanery and the Diocese. They are chaired by the relevant Archdeacon. Archdeaconry Mission and Pastoral Committees allow the practical implications of reorganisation to be considered in their own right, as well as in the light of (a) a strategic overview of the effective deployment of resources and (b) the missionary and spiritual lead given by the Area Bishop.

The AMPCs also monitor pastoral and legal matters pertaining to reorganisation within the archdeaconry. They may refer items to Deanery meetings - for example, the Synod, Standing Committee, and Deanery Mission and Pastoral Working groups; they also expect to receive advice and information from the Deanery Mission and Pastoral Working Groups. They may refer items to other archdeaconry (e.g. meetings of Area Deans) bodies.

Procedure

The meeting meets as needed, but at least twice per year to ensure good communication concerning local mission. Papers are sent out a week in advance and the meeting is quorate when the Archdeacon and one member from each Deanery are present. Apologies are sent and accepted in advance. Minutes or extracts therefrom are received by the Diocesan Council of Trustees (Diocesan Mission and Pastoral Committee) where necessary to inform discussion and decision concerning pastoral reorganisation.

“It shall be the duty of any person or body carrying out functions under this Measure to have due regard to the furtherance of the mission of the Church of England.”

Mission and Pastoral Measure, 2011 Section 3(1)

“In carrying out any of its functions, the Mission and Pastoral Committee shall, without prejudice to section 1, have regard to worship, mission and community as central to the life and work of the Church of England.”

Mission and Pastoral Measure, 2011 Section 3(1)

The Archdeaconry Mission and Pastoral Committees do not have any sub-committees.

Membership

	Clergy	Laity
	The Archdeacon of the Archdeaconry	
	One cleric elected from the Deanery Synod by the Deanery Synod per 6 parishes. Current numbers are:	One lay member elected by the Deanery Synod from the Deanery Synod per 6 parishes. Current numbers are:
Croydon	5 Clergy	5 Lay
Reigate	9 Clergy	9 Lay
Lambeth	6 Clergy	6 Lay
Wandsworth	6 Clergy	6 Lay
Lewisham & Greenwich	7 Clergy	7 Lay
Southwark	4 Clergy	4 Lay
In attendance	The area dean and lay chair of the Deanery under discussion.	

Elected members of Deanery Synods serve for the three-year term of their election. If they are re-elected to Deanery Synod, they may be re-elected to the Archdeaconry Mission and Pastoral Committee for a second term of three years. Where appropriate, if they are re-elected to the Deanery Synod for a third term, they may serve for a third three-year term on the Archdeaconry Mission and Pastoral Committee if they are elected.

Archdeaconry Mission and Pastoral Committee membership changes from 1 January in the year following Deanery Synod Elections. AMPC members who may not have been re-elected to the Diocesan Synod nevertheless continue in office until 1 January.

The Archdeacon chairs the meeting which may appoint a vice chair from among its members. Members may co-opt a secretary if one is appointed who is not a member of the meeting. The area or archdeaconry ecumenical officer may be co-opted if not a member.

Area Deans and Lay Chairs, if not members in their own right, may be invited to attend, but without voting rights, for matters relating to their deaneries.

The Secretary or the Deputy Secretary of the DMPC may attend an AMPC meeting in an advisory capacity, if requested.

Legalities

There is no requirement for dioceses to have any Mission and Pastoral Committee other than the Diocesan Mission and Pastoral Committee.

The Racial Justice Committee

Formerly known as the Diocesan Minority Ethnic Anglican Concerns Committee

Background

Following publication of *A World in a Diocese* at the end of 2014, the Diocesan MEAC was relaunched, chaired by the Bishop of Southwark and the United Kingdom Minority Ethnic Forum has been successfully integrated into the DMEAC.

The Diocesan MEAC is an advisory committee to the DCT (Bishop's Council). The Area MEACCs have developed terms of reference and a system of small grants has been set in place to support their work and the work of DMEAC.

Southwark Vision (2024-2035) was launched in 2024 and one of the strategic goals is, "By 2026 to have researched, developed and established new pipelines for ordained and lay ministry to increase the numbers offering themselves for ministry, particularly those underrepresented from our communities, and to have seen a measurable increase in discernment, enquirers and vocational journeys from our underrepresented communities by 2029, with outcomes in authorised and licensed ministry by 2033."

In Spring 2022, and after a consultation process, it was decided that the DMEACC should be renamed the Racial Justice Committee (RJC) to better illustrate the wide scope of the committee's mission; in particular the implementation of the Diocese of Southwark's Anti-Racism Charter.

Support

Secretariat support for RJC is provided by the Secretariat as is the administrative support for the Area grants and other enquiries.

Research is led by the Department of Justice, Peace, and the Integrity of Creation.

Membership

Members are to be appointed by Bishop of Southwark, after consultation with the Diocesan Secretary.

Membership includes:

- Chair of Area RJC's
- Vice Chairs or one other nominee of each Area RJC's **GMH/UKME** Vocations Champion
- Other nominees of the Bishop

In attendance:

- The Diocesan Secretary

- Director of HR
- Director of Ordinands, or nominee
- Director of Discipleship & Ministry, or nominee
- Director of the Department of Justice, Peace, and the Integrity of Creation, or nominee
- Other Departmental heads as and when appropriate, e.g. Communications

Remit

1. To affirm the commitment of the Diocese to diversity and inclusion, and to support and promote this by working to bring about greater GMH/UKME representation (lay and ordained) at all levels within Diocesan structures
2. To secure greater GMH/UKME representation in senior leadership positions (lay and ordained)
3. To help ensure a more diverse and inclusive leadership in the churches and chaplaincies of the Diocese, and to encourage this by working with Ministry and Training department in the development and provision of a leadership course for GMH/UKME members, lay and ordained
4. To support the work of the Diocesan Vocations Department to encourage and increase vocations to authorise lay and ordained ministry from within the UKME community
5. To support GMH/UKME young people in churches, parishes and schools, and to enable leaders in those places to reflect on the issues and challenges of GMH/UKME youth and their representation and participation in church and community
6. To share good practices with national CMEACC
7. To undertake research and disseminate findings to inform the work of the Diocese and Area RJC's
8. To encourage and support the work of Area RJC's.

This remit must at all times have reference to the Southwark Vision 2024-2035.

Duration

The RJC is a standing advisory committee of the DCT.

The Diocesan Lay Council

Background

The Southwark Diocesan Lay Council brings together practitioners and others to celebrate, grow and support lay leadership and ministry in its many forms in the Diocese of Southwark. Chaired by the Bishop of Southwark it replaces the Readers Board and the SPA Council as it becomes a unifying body. It has been established in the light of Southwark Vision, Diocesan participation in the national initiative Setting Gods people Free, and as a recommendation of the Lay leadership and Ministry Advisory Group Report which was presented and endorsed by synod in July 2018. It is a key part of the diocesan intent to focus on the flourishing of all God's people and it aims to recognise the charism of lay people in their ministry and leadership as Christians in society as well as in the Church.

Purpose

To develop a focus on nurturing lay leadership and ministry in our families, schools, workplaces, communities and households through the blessing and affirmation of lay leaders and ministers particularly in their everyday roles

To enable lay leaders and ministers to be properly recognised by their churches, and to recognise new worshipping communities and fresh expressions of church by supporting the affirmation, commissioning and licensing of lay ministers which will be at the Bishop of Southwark's discretion.

To play a distinctive role in the culture change of the Diocese so that the growth of discipleship and numbers of disciples can be led by lay leaders and lay ministers working collaboratively with clergy, both in our churches (the gathered church) and outside of our churches (the sent church)

To provide a place for debate, discernment, consultation, and the agreement of the broad principles for methods of selection, training, deployment and ongoing ministerial development of the Commissioned and Licensed lay ministries.

Accountability & Executive Delivery

The Lay Council will initially be placed within the Department of Ministry and Discipleship, whose Director, as now, reports to the Bishop of Southwark and is accountable to the Diocesan Secretary for executive delivery and resources - the priorities to 2025 are to deliver its strategic objectives as an integral part of Southwark Vision.

The Lay Council will be accountable to the DCT (Bishops Council) which will review its work after one year of operation, three years, and three yearly thereafter.

Key Responsibilities

To review, comment and provide feedback on proposals from the 4 Departments' Group (Vocations, Mission, JPIC, as well as Discipleship and Ministry) regarding the scope and specific inclusion of affirmed lay ministry, including partnerships, accreditation of training and celebrations of affirmation.

To review, comment, and provide feedback on training and learning pathways from Commissioned to Licensed lay ministry, and for new pathways in Commissioned and Licensed pioneer ministry. The final decision for these rests with the Diocesan Bishop.

To review, comment, and provide feedback on the annual review of learning opportunities for whole life discipleship, lay leadership and lay ministry, provided by the Department of Ministry and Discipleship including new ideas for the management team to consider.

To approve the selection process for commissioned and licensed ministries which will include selection panels. The principles of these will be:

- Panels for SPAs will comprise two SPAs nominated by the Diocesan SPA, a member of the clergy, and further lay nominee of the Department of Ministry and Discipleship
- Panels for Readers will comprise two Readers, at least one of which is the nominee of the warden of Readers, a member of the clergy, and a further nominee (lay or ordained) of the Department of Ministry and Discipleship
- Panels for Pioneers will need to evolve over time, but must include at least one lay nominee of the Dean of Fresh Expressions. Initially the panels will also comprise the Dean of Fresh Expressions, a nominee agreed between the 4 Departments (lay or ordained) and a member of the clergy involved in pioneer ministry.

To review and comment on the training and ongoing development of commissioned and licensed lay ministers and to ensure that their deployment reflects the needs of the Diocese.

To provide feedback to officers so that lay leadership and ministry work reflects the Diocesan recommendations in the Lay Leadership and Lay Ministry Advisory Group's Report as well as the Diocesan commitment to working with Setting God's People Free and other National initiatives (for example Central Readers Board and other relevant structures).

To monitor progress towards the Diocesan Strategic Objective that lay leadership reflect the diversity of communities the Diocese serves, including ethnicity, age profiles, gender, and church tradition.

To ensure that there are good links within the communities of Readers, SPAs, and other commissioned and licensed lay ministries to provide for pastoral support, wellbeing and appropriate local events to celebrate ministry.

Always to ask whether safeguarding is taken seriously and executed excellently in our own courses and practice and those of the partner organisations with whom we work, including parishes (compliance with Diocesan procedures) and parachurch bodies e.g., street pastors. To take necessary steps to ensure compliance.

To receive reports and feedback on the transfer of appropriate responsibilities of SPA Council and Readers Board to volunteer groups/forums, the Department of Discipleship and Ministry, and the Lay Council itself.

To ask at each meeting what communication is necessary as a result of items discussed including events notified and AOB, contributing to the communications strategy of the Diocese.

Membership

Members, other than the Chair, ex officio officers, and those whose term is limited as described below, will normally serve for three years and may be eligible for reappointment for not more than one further term of three years without a break. Members are asked to be ambitious for the flourishing of lay ministry and leadership and committed to its continued improvement across the Diocese.

There will at all times be a lay majority of membership on the Lay Council.

The membership is as follows:

- The Diocesan Bishop (the Chair of the Lay Council)
- The Lay Vice Chair of the Lay Council (appointed by the Diocesan Bishop)
- The Warden of Readers
- A Reader each from the other two Episcopal Areas, from which the Warden of Readers does not belong
 - Said Readers are on a rotation at the discretion of the Warden of Readers, and with each to serve no longer than three consecutive years without a break
- The Diocesan SPA
- A SPA each from the other two Episcopal Areas, from which the Diocesan SPA does not belong
 - Said SPAs are on a rotation at the discretion of the Diocesan SPA, and with each to serve no longer than three consecutive years without a break
- An Archdeacon (chosen by the Archdeacons)

- Said Archdeacon will service no longer than three consecutive years without a break
- The Diocesan Secretary
- In the absence of the Diocesan Secretary, their nominee
- The Dean of Fresh Expressions
- The Children’s Champion
- The Head of JPIC
- A representative from the Mission Department (lay or ordained)
- A representative from the Vocations Department (nominated by the DDO)
- A nominee from a partner Theological Educational Institution
- A Headteacher or Deputy Headteacher from a Diocesan School (nominated by the SDBE).

The chair may co-opt other members as necessary, e.g., Church Army Evangelists, or Lay Leadership Development Advisers. The secretary to the Council is the Lay Training Officer.

Legalities

There is no requirement for a diocese to have a Lay Council.

Other Meetings Relevant to the Governance Framework

At Deanery level the development of Deanery leadership teams, working alongside or integrating Deanery Synods is underway.

In any environment, people meet each other. Other meetings in Diocesan life are not, however, governance meetings. They are working meetings, working groups or *ad hoc* meetings for particular projects or work. For example, the monthly meeting between Archdeacons and the Diocesan Secretary and the monthly meeting of the Senior Management Team. The Bishop has a meeting of senior staff up to 10 times a year, to advise and inform the Bishop of the Diocese on matters dealt with at area and archdeaconry level or by members of the Senior Management Team. The meeting makes no governance decisions or decisions with financial implications which are not within the already agreed policies of the Diocese.

Meetings which continue as part of Diocesan life include:

1. the Diocesan Advisory Committee
2. the Diocesan Board of Patronage
3. the Diocesan Safeguarding Advisory Panel
4. the Vacancy-in-See Committee
5. the Diocesan Liturgical Committee.

The Diocesan Liturgical Committee reports directly to the Bishop.

The Diocesan Advisory Committee, Diocesan Board of Patronage, Diocesan Safeguarding Advisory Panel, and the Vacancy-in-See Committee are mandatory.

Scheme of Delegation

Background to the 2021-2024 Triennium

Schemes of Delegation separate governance and management and make the locus of decision making clear. They reserve to higher bodies those matters appropriate to them: in the Diocese, for example, Synod has a role to approve, endorse or ratify decisions (and at times to direct) and may express ownership of business by early contribution and final sign-off. The Scheme of Delegation is subject to review by trustees not less than every three years. Within each Diocese overall leadership lies with the Diocesan Bishop who is also President of Synod and Chairs the Bishop's Council, which is a constituent body of the Southwark Diocesan Council of Trustees and referred in governance as DCT (Bishop's Council). The Diocesan Bishop is also one of the members and trustees of the South London Church Fund and Southwark Diocesan Board of Finance (DBF). The DBF is both a company limited by guarantee and a registered charity, referred to throughout as DCT (DBF). The Chair of the DBF has formal accountabilities and responsibilities on behalf of trustees for the company and the charity.

During 2015/2018 the Scheme of Delegation followed the Fit for Purpose illustrative scheme, as below, with minor amendments. These reflected the revamped role of the Diocesan Secretary leading to tighter financial and accounting polices, the establishment of the Senior Management Team, and the more rigorous control of expenditure in the management following difficult years prior to 2015. This operational structure continues.

Matters reserved for the Diocesan Council of Trustees in its constituent bodies.

Certain matters must always be reserved for the Diocesan Council of Trustees and cannot be delegated to the executive administration or to the Council's sub-committees or the Chairs of its constituent bodies unless specified.

Where matters reserved for the Diocesan Council of Trustees are on occasion delegated to committees accountable to it, or to chairs of committees/constituent bodies, the Chair of each relevant committee with delegated authority must be a full member of the Diocesan Council of Trustees and report to it on behalf of the committee concerned. Delegated matters must return to the Diocesan Council of Trustees before onward recommendation to Synod.

Matters reserved for the Diocesan Council of Trustees include:

1. approval of Diocesan strategy and vision, strategic objectives, and strategic policies to fulfil our core purposes for onward recommendation to Diocesan Synod
2. approval of the annual budget (which is underpinned by an annual plan of work) for onward recommendation to Diocesan Synod
3. approval of the annual accounts
4. approval of medium (3-5 year) and long term (5 years plus) plans for onward recommendation to Diocesan Synod

5. responsibility for governance, with delegation to the Audit and Risk Committee, to enquire on its behalf on governance issues (which is normally one of the principal risks reviewed by that committee)
6. responsibility for the Remuneration for the Diocesan Secretary and senior staff*, with delegation to the Chair of the Board of Finance and Vice Chair of the Diocesan Board of Finance through the remuneration sub- committee chaired by the Diocesan Bishop, with briefing to trustees as requested by trustees
7. responsibility for the job description, key performance indicators and performance management of the Diocesan Secretary as the lead employed officer serving the Diocese, - who reports to the Diocesan Bishop and is accountable to the Chair of the Board of Finance*. The Chair and Vice Chair of the DBF meets monthly with the Diocesan Secretary. The work of the Diocesan executive administration is evidenced and held to account through the Diocesan Secretary by the Policy and Finance Committee whose Chair shall brief the trustees as requested. The chair of the PFC attends the Remuneration Committee. Since early 202, all Trustees have received the monthly financial report in addition to receiving them ahead of Trustee's meetings.
8. responsibility for compliance with law and regulation: ecclesiastical, charity, company/corporate, employment and other law and regulations, including Synodical and legislative regulation of the Bishop's Council, the Diocesan Board of Finance (incorporating the Parsonages Board), and the Diocesan Mission and Pastoral Committee.

*These matters will normally be held and disseminated/briefed under confidential cover.

Committees reporting to the Diocesan Council of Trustees

1. There are two committees with delegated responsibilities:
 - a. Policy and Finance
 - b. Audit and Risk.

Each committee has a designated number of members, detailed in the specifications for each committee. The Chair of each must be a member of the Diocesan Council of Trustees. In addition to its delegated powers, each committee may encourage strategic thinking, initiate policy ideas for the Diocesan Secretary and for their team to consider and on which they, through them, shall report to the Policy and Finance Committee, monitor progress towards agreed goals, and provide guidance and advice to the Diocesan Secretary and other senior staff.

2. The Policy and Finance Committee also has two committees with delegated powers. These are:
 - a. The Investment Committee
 - b. The Remuneration Committee.

The Policy and Finance Committee also has advisory and working groups as needed. The Archdeaconry Mission and Pastoral Committees recommend detailed schemes for approval and ratification by the DCT but the formal decision has to be through the

DMPC and this is an area of work being reviewed in 2019 as trustees are seeking the DMPC to be more strategic and missional.

The Racial Justice Committee (formerly the DMEACC) is an advisory body to the Bishop's Council (DCT). Its remit includes the overseeing of the implementation of the Anti-Racism Charter, which was adopted by the Diocesan Synod in 2021. A copy of the ARC can be found at [Appendix O](#).

Nominations, Memberships, and Terms of Reference

All committees have terms of reference and specified membership agreed by the Diocesan Council of Trustees. These include terms of office, representational duties where appropriate, and a requirement for membership to include relevant and up-to-date experience.

The chairs of committees shall normally be nominated by the Diocesan Bishop. However, suggestions for nominations may be made, through the Diocesan Council of Trustees, to the Diocesan Secretary, and submitted as recommendations for the Diocesan Bishop's consideration. It is the responsibility of the Diocesan Secretary to seek curricula vitae where not provided and to ensure that any other appropriate scrutiny (e.g., whether a DBS declaration is required) is satisfactorily undertaken.

Nominations for membership of the committees may be made to the Diocesan Secretary by any baptised person whose name appears on the electoral roll of a parish in the Diocese. Nominees must be eligible for election to Diocesan Synod (but need not be elected to Diocesan Synod). The Diocesan Secretary consults the chair of the appropriate committee and carries out the necessary scrutiny before commending the name to the chair of the committee; the secretariat will then forward for approval by the Bishop and ratification by the Diocesan Council of Trustees.

Members of the Diocesan Council of Trustees, its committees and other areas, Archdeaconry or Diocesan committees, uphold the business ethics policy of the Diocese of Southwark and its Code of Conduct. Skills Audits and Role Descriptions are part of the governance framework.

Declarations of Interest are explicitly sought annually, and members of any committee are required, during the year, to declare any conflict of interest which emerges during the year.

Committee chairs and members have a briefing document, and each member is required to observe a confidentiality statement.

The Diocese expresses its clear policy of attracting nominations from GMH/UKME Anglicans, given their underrepresentation at all levels of Diocesan structures and a demographic and ethnicity form monitors diversity.

The briefing for Chairs of Committees sets out exceptional circumstances where meetings may be cancelled ([Appendix E](#)).

Delegations to the Diocesan Secretary and Senior Management Team

The Articles of Association and Memorandum of Understanding 2017 explain that the Diocesan Secretary, as Secretary of the Diocesan Synod is also the company secretary of the Diocesan Board of Finance and the Secretary of the Diocesan Council of Trustees and its constituent bodies, save that the Deputy Diocesan Secretary may be the Secretary to the DMPC. The Diocesan Secretary is entitled to attend and speak at meetings of the DCT but is not entitled to vote.

The Articles of Association of the company and charity state that the Trustees are responsible for (but do not undertake) the executive management of the charity's business. Fit for Purpose sought to clearly separate management and governance. Its implementation review concluded that it had done so successfully - no employees are managed by committees, but through a structure reporting directly to the Diocesan Secretary. Heads of Department who are clergy office holders report to the Bishop and are also accountable to the Diocesan Secretary.

The Diocesan Secretary reports to the Diocesan Bishop and is accountable to trustees as its Company Secretary through the Chair of the Board of Finance. The work of the Diocesan Secretary and through them, the Senior Management Team, is accountable to the Policy and Finance Committee as the standing committee of the DCT. As the Audit and Risk Committee includes a scrutiny role much of the work of the executive administration, through the Diocesan Secretary, is also held to account by that committee.

The Diocesan Secretary will manage the day-to-day organisation within the annual plan and budget approved, establishing operational policies to exercise due care and control of resources as the operational chief executive of the Diocese, reporting to the Bishop and accountable to trustees. At the regular monthly meeting between the Diocesan Secretary and the Chair of the Board of Finance (and Vice Chair of the Board of Finance) details of any cumulative overspend such as property maintenance will be discussed as will other material issues, for example, internal allocation of 'windfall' monies to the Southwark Vision Development Fund. The role description of the Diocesan Secretary reflects this enhanced management role and is available to members of the Diocesan Council of Trustees, see [Appendix N](#). The annual objectives of the Diocesan Secretary, and the key performance objectives, will be agreed by the Chairs of the Bishop's Council and Diocesan Board of Finance. The annual principal risks are prepared by the Senior Management Team and presented to the Audit and Risk Committee for its consideration and recommendation to the Council of Trustees.

To provide for day-to-day management, a contingency budget of 1% of annual operating costs shall be made available as part of the balanced budget to the Diocesan Secretary as part of ensuring swift response to emerging needs. Any spend on any individual project not in the annual plan and budget must be referred to the Chair of the Board of Finance for approval for any amount in excess of £125,000 and to the Diocesan Council of Trustees for any amount over £300,000. The Diocesan Secretary shall normally have accounting authority to spend up to £125,000, without referral, on any project up to £125k.

Reporting and Accountability from the Diocesan Secretary and Senior Management Team

Monthly Finance reports are provided to the Chair and Vice Chair of the Board of Finance, to the Chair of the Policy and Finance Committee and to the Diocesan Bishop. These include the full management accounts and the full capital plan in full detail as provided to the Diocesan Secretary by the finance team. The Diocesan Secretary meets with the Chair of the Board of Finance (and Vice Chair of the Board of Finance) monthly to discuss these reports and for a financial and management briefing; normally the Director of Finance is also in attendance.

The Diocesan Secretary will lead the staff in preparing an annual plan of work for scrutiny, amendment and approval which undergirds the budget. She will report on this to every meeting of the Policy and Finance Committee through the finance report, and other management reporting. Annual objectives and strategic objectives will be reviewed regularly. Key performance indicator metrics are provided at each DCT meeting.

Committees will be updated through progress reports against the approved annual plans and decisions will be implemented in accordance with approved plans. Any major exceptions to planned projects and budget spend will be brought to the attention of the Diocesan Council of Trustees through the Management Report and latest monthly Finance Report (this is a summary report which includes the summary management accounts and capital plan), which is sent to trustees ahead of each of their meetings, and the Diocesan Secretary's oral report at each meeting. Major exceptions will be noted and brought to the attention of trustees. In addition, new financial policies brought in by the Diocesan Secretary post 2015 have transparent levels of authorisation including reference to Chair and Vice Chair of the Policy and Finance Committee and the main trustee body, the latter for new unbudgeted items such as loans more than £300,000. In addition, the Capital Plan is updated monthly and attached to the finance report. Since the economic crisis associated with COVID, trustees are also sent the monthly finance report.

Members of the Policy and Finance Committee are sent the Finance Report in advance of each of their meetings and it is discussed at each meeting. There is a mid-year review presented by the Diocesan Secretary and Director of Finance and other members of the Senior Management Team. Other members of the Senior Management Team will be in attendance at meetings as needed, to be held to account for the specific responsibilities they discharge.

Diocesan officers will prepare policy proposals, major project proposals and management information to enable the Diocesan Council of Trustees to order its work in accordance with the vision, values, and objectives of the Diocese.

The Diocesan Staff Values are:

- Effective Stewardship of Resources
- Collaborative Team Working
- Respect for All
- Transparent Accountability.

Additional Governance Constitution for the Diocesan Mission and Pastoral Committee

PROVIDED UNDER SCHEDULE 1 OF THE MISSION AND PASTORAL MEASURE 2011

Purpose

The functions of the Diocesan Mission and Pastoral Committee (DMPC) are defined in Section 3 of the Mission and Pastoral Measure 2011 (MPM 2011) - see Schedule 1 attached. Duties include:

“It shall be the duty of any person or body carrying out functions under this Measure to have due regard to the furtherance of the mission of the Church of England.”

(Section 1)

“In carrying out any of its functions the mission and pastoral committee shall, without prejudice to section 1, have regard to worship, mission and community as central to the life and work of the Church of England.”

(Section 3(1))

Procedure

The Bishop of Southwark may chair the Diocesan Mission and Pastoral Committee. If the Diocesan Bishop is not the chair, they shall appoint the chair. The committee shall appoint a vice-chair from amongst its members. The meeting shall be quorate when not less than two thirds of its members are present or when the Diocesan Board of Finance is quorate.

Every question submitted to a meeting of the committee shall be decided by a majority of those present and voting, and the chair of the meeting shall have a second or casting vote in the case of an equality of votes.

Elected members shall normally serve for one or two terms of three years and may serve for three terms of three years. Members elected by and from Diocesan Synod cease to be eligible for the Diocesan Mission and Pastoral Committee as members of Synod when no longer on Synod. All members other than those whose membership is conferred by law through the office they hold, cease to be eligible for the Diocesan Mission and Pastoral Committee for one term of three years upon having served for three terms of three years. The committee may act notwithstanding any vacancy in its membership.

The committee shall have the power to appoint additional sub-committees or working groups, which shall appoint secretaries, and to appoint thereto persons who are not members of the committee as may be required.

The committee may delegate any of its functions to a sub-committee except the duty under section 6(5) or 21(4) to afford opportunities to incumbents of benefices and vicars in team ministries and persons subject to Common Tenure to meet the committee itself and its functions under Schedule 4 of the Measure.

Subject to the provisions of the Measure and to any directions given by the Diocesan Synod, the Committee shall have power to regulate its own procedure and that of any sub-committee and to provide for any other matters which it thinks fit. The secretary to the committee shall be the Diocesan Secretary except that the Deputy Diocesan Secretary may be the secretary.

Membership

The Committee shall be one of the three constituent bodies of the Diocesan Council of Trustees whose members shall be coterminous and shall be:

Clergy		Laity	
The President of the Diocesan Synod (<i>ex-officio</i>)	1		
The Archdeacons (<i>ex-officio</i>)	6	The Chair of the Board of Finance nominated by the Diocesan Bishop elected by the Diocesan Board of Finance and <i>ex officio</i> thereby a member of the House of Laity	1
Up to three Area Bishops being members of the House of Bishops, elected by the House of Bishops	3	The Vice-Chair of the Board of Finance nominated by the Diocesan Bishop, elected by the Diocesan Board of Finance	1
The Chair of the House of Clergy elected by the House of Clergy to be Chair of House and a member of the Diocesan Council of Trustees	1	The Chair of the House of Laity elected by the House of Laity to be Chair of House and a member of the Diocesan Council of Trustees	1
Two licensed or beneficed clerics from each episcopal area being members of the House of Clergy, elected by the House of Clergy	6	Twelve lay persons being members of the House of Laity, elected by the House of Laity, of whom at least three shall be from each episcopal area	12
		Six lay persons with up-to-date financial expertise elected by the House of Laity but not necessarily members of the House of Laity	6*
	Clergy: 17		Laity: 21

*In the first instance, elected by and from the current Diocesan Board of Finance to serve as members and directors for not more than three years

The Diocesan Bishop may nominate up to four further members, of whom not more than two shall be clergy and two lay: for their relevant and up-to-date expertise after appropriate scrutiny and taking into account the recommendation of the Audit and Risk Committee. All nominated members serve for three years and may normally serve for a second term of three years. They may serve for a third term of three years and shall then stand down for at least one term.

Schedule 1

Extract from MISSION AND PASTORAL MEASURE 2011

3 Functions of mission and pastoral committees

7. In carrying out any of its functions the Mission and Pastoral Committee shall, without prejudice to section 1, have regard to worship, mission and community as central to the life and work of the Church of England.
8. In carrying out any of its functions the Mission and Pastoral Committee shall also have regard to –
 - a. the financial implications for the Diocese and the Church of England as a whole;
 - b. subject to subsection (5), the need to allocate appropriate spheres of work and to ensure that appropriate conditions of service are enjoyed by those employed or holding office in the Diocese and, where relevant, that reasonable remuneration is provided for all those engaged in the cure of souls;
 - c. the traditions, needs and characteristics of particular parishes; and
 - d. any other aspects of the policies of the Diocesan Synod to which the Synod has requested the committee to have regard in discharging its responsibilities.
9. It shall be the duty of the Mission and Pastoral Committee –
 - a. to make or assist in making better provision for the cure of souls in the Diocese as a whole and, to the extent that the committee thinks appropriate, in particular parts of the Diocese or in particular parishes;
 - b. from time to time, as the Bishop may direct, or as the committee thinks fit, to review arrangements for pastoral supervision and care in the Diocese as a whole and, to the extent that the committee thinks appropriate, in particular parts of the Diocese or in particular parishes (including sharing agreements in respect of a church or parsonage house and any proposals for sharing agreements);
 - c. from time to time, as the Bishop may direct, or as the committee thinks fit, to prepare strategies or proposals for carrying out the committee's functions under paragraphs (a) and (b) for submission to the Bishop and the Diocesan Synod for their approval;
 - d. to maintain an overview of matters relating to church buildings in the Diocese and their use, other than matters which are within the jurisdiction of the consistory court or within the functions of the Diocesan Advisory Committee;

- e. in the case of listed buildings or buildings in a conservation area, to make, in accordance with section 55, every endeavour to find a suitable alternative use or suitable alternative uses for churches which are proposed to be closed and buildings which have been closed for regular public worship in the Diocese under a pastoral church buildings scheme and, in the case of any other such building, to develop proposals for the suitable alternative use or uses of the building or for the demolition of the building and the disposal of its site;
 - f. where it considers it desirable, to make recommendations to the Bishop in accordance with section 6 or 21 for any of the matters for which provision may be made under this Measure (other than section 50) by a pastoral scheme or order; and
 - g. to carry out any other functions conferred upon a Mission and Pastoral Committee of a Diocese by any enactment.
10. The Mission and Pastoral Committee shall, in carrying out any of its functions, to the extent that it thinks appropriate, consult any other persons or bodies, whether within the Church of England or not, which exercise functions or carry out activities relevant to the functions of the committee.
11. Nothing in this section shall enable the mission and pastoral committee:
- a. to exercise functions conferred on any other person or body by or under any enactment, or
 - b. to fix or alter the terms of service of any person employed or holding office in the Diocese.