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Role: Chief Financial Officer / Chair of FAIC
Date: 15 September 2020

2021 Budget and Sustainability Plan

Issue

1. The report provides Synod the 2021 Budget and 2021-2025 Sustainability Plan.

Recommendation

2. Synod are asked to:
 - 2.1. approve the 2021 Budget (see motion at paragraph 31); and
 - 2.2. note the 2021-2025 Sustainability Plan.

Executive Summary

3. In the seven months to 31 July 2020 the LDBF incurred an Operating Deficit after Reserve Transfers of 340k, which was £524k behind budget. The full year deficit is expected to be in the range of £1.2m to £3.3m depending on the level of Parish Share received over the remainder of the year. The current “best guess” is for a deficit of c.£1.4m. This is versus the original balanced budget.
4. The proposed 2021 budget shows an Operating Deficit after Reserve Transfers of £1,167k.
5. When taking these two years together, and notwithstanding a hoped-for, gradual return in 2022-2025 to earlier forecast Share income levels; the 2021-2025 financial forecasts show our available unrestricted cash and investments to have fallen below our £4m minimum by the end of 2021. This compares with equivalent cash and investments at the end of December 2019 of £6.6m.
6. The LDBF’s Free Reserves (a more conservative accounting measure), are forecast to fall below our minimum policy level by the end of 2020. This is subject to any support received from the National Church, which will be applied for in September 2020 and will improve both our cash and Free Reserve positions.
7. Recognising the severe impact Covid-19 has had on the financial position of the LDBF, the Board have commissioned the Diocesan Secretary and Chief Financial Officer to begin a process of identifying up to £1.0m cost savings. The Board will be presented with options to achieve this outcome in February 2021 and following a review of the final 2020 figures and the early 2021 performances, decisions are likely to be taken post-Easter 2021.

Report

2020 Financial Update

8. In the period to 31 July 2020 the Operating Deficit after Reserve Transfers was £340k, which is £524k behind budget. Including pension deficit payments, a cash deficit of £1,049k has been incurred in the period to July 2020. The current deficit position is relatively small as a result of the National Church providing all the 2020 grants in April – without this the deficit would be £1,296k higher at the end of July.
9. Income of £10,780k is £1,583k, or 12.8%, behind budget. This is due to £1,334k (18.3%) lower Parish Share, £73k lower fees and £232k lower Other Income (principally Retreat House and Education Services income), partly offset by higher investment (£23k) and property (£37k) income.
10. Expenditure of £11,120k is £1,059k favourable to budget principally due to lower Staff Support (£309k), Other Support (£332k) and Property (£386k) costs. Of the £309k Staff Support costs savings, £143k are attributable to the government's furlough scheme. Parish Ministry costs are in line with the 2020 budget.
11. The full year forecast outturn range, using four scenarios (Share between 50% and 80%) developed in March, shows a forecast deficit between £1.2m and £3.3m. The upper bound has reduced as performance has been better than the worst-case scenarios.

2021 Budget

Assumptions

12. The LDBF Board had a full discussion regarding the key assumptions for the 2021 budget at its meeting in July. The primary assumptions agreed are as follows:
 - 12.1. Parish Share – a freeze in Parish Share requests at the 2020 level, subject to any changes in deployment. The Board were clear that given the current context there should be no increases in Parish Share requests and that given the ongoing Parish Share Review, it was not the right time to introduce any changes to underlying data. This means only a few parishes will see their request change from that received for 2020 and this will be where the allocation of clergy deployment has changed. There will be no changes as a result of capping changes.
 - 12.2. Stipends – in light of freezing Parish Share requests, it was agreed that stipends would also be frozen. The Board recognised the intention had been to implement a stipendiary increase in 2021 but the materially worse financial position at both a parish and diocesan level as result of Covid-19 meant this was not likely to be possible. The Board will review this decision in February 2021, once the full year outturn for 2020 is known.
 - 12.3. Staff Salaries – frozen, in line with clergy stipends.
 - 12.4. Casual Duty Fees – frozen at £35.

Income

13. Total budget income of £19,727k is 4.7% below the 2020 budget.
14. The largest unknown within the 2021 budget is Parish Share. In the four months to the end of July 2020 Parish Share has averaged 23% below the average of the proceeding three years and whilst we expect this to begin to recover over the remainder of 2020, at this stage we do not know the speed of this

recovery or whether it will return to previous levels. Going into 2021 three specific issues are expected to mean Parish Share remains below previous levels:

- 14.1. Ongoing restrictions to church activities, whether they be for part or the whole year, or in certain localities only.
 - 14.2. Higher unemployment impacting parishes that have significant proportions of working age adults.
 - 14.3. Some parishes rebuilding reserves that have been depleted in 2020.
15. These matters may be partly offset by some catch-up from underpayments in 2020, but overall it is expected Parish Share will not return to the level seen in 2019 or budgeted in 2020. The assumption being adopted for the 2021 budget is for Parish Share income of c.£13m, representing a collection rate of 83 % - this compares to c.£11.5m (74%) expected in 2020 and the £13.9m (87%) received in 2019.
16. Given the uncertainty in the collection rate for 2021, the following table demonstrates the forecast deficit and free reserves position under various scenarios:

Scenario	Deficit	Free Reserves
87% collection	- 683,614	3,068,588
83% collection (budget)	- 1,167,290	2,584,913
80% collection	- 1,741,384	2,010,818
75% collection	- 2,496,934	1,255,268

17. Whilst Grants from the National Church remain flat overall, there are a number of changes within this. New funding of £162k is included from the Strategic Ministry Fund, which pays for 90% of eligible costs for the increase in curates planned for 2021 (i.e. 7) and £64k Capacity Funding for a new role of Director of Church Revitalisation. These are offset by the ongoing reduction in core funding.
18. The 2021 budget includes £100k of realised gains on the sale of property. These have historically not been included in the budget due to their unpredictable nature, however, this was included in the 2019 Sustainability Plan. The gains would need to occur on DBF assets to impact the unrestricted outturn.

Expenditure

19. Total expenditure of £21,394k is 0.9% higher than the 2020 budget.
20. Parish Ministry expenditure is budgeted to be 2.2% higher than 2020 due to:
- 20.1. Higher ongoing pension contributions - £376k;
 - 20.2. Higher grants for new starters due to increased curates starting in 2021 - £57k;
 - 20.3. Higher occasional office costs (previously under budget) - £36k;
 - 20.4. Higher 'other' costs (previously under budget) - £24k; partly offset by
 - 20.5. Lower stipend and NI costs due to lower headcount (both curates [due to low 2020 intake] and incumbents) - £274k
21. Total support costs are £140k (3%) lower than the 2020 budget:
- 21.1. Support staff costs are 2.2% below the 2020 budget reflecting a number of roles that have not been filled and efficiency savings that have been achieved over the past 12 months.
 - 21.2. Support non-staff costs are 3.8% below the 2020 budget, with the reduction being driven by small budget reductions across most teams.

- 21.3. A cost saving target of £450k (staff: £100k; non-staff: £350k) have been included in the Support budget and this will be allocated to SLT members to be identified across their teams. It is proposed that a formal review is undertaken at the end of Q1 to identify whether these savings are being achieved and can be “banked” or whether additional work is required to manage expenditure.

Reserves

22. Based on the assumption of a £1.4m deficit in 2020, reserves will close at £3.8m. This is below our minimum target level of £4.1m but excludes any financial support that may be received from the National Church, which we will be applying for in September 2020.
23. For the 2021 budget reserve transfers have been set at £500k, which was the level included in the 2019 Sustainability Plan. This is £100k lower than the 2020 budget. The primary opportunity to increase this is to allocate some property expenditure against the Pastoral Account. However, this has not been included in the budget but is rather held as a potential fall-back option should Share fall below budget.

Cash Flow

24. A high level cash flow forecast is included at Appendix 1. This shows cash balances reducing from an estimated opening position of £5.2m to £3.6m over 2021, with the reduction driven by the £1.2m Operating Deficit after Reserve Transfers discussed above, Lay Pension deficit payments of £0.3m and Permanent Loan repayments of £0.1m. It is assumed Clergy Pension deficit payments are made with stipends funds.

Budget Monitoring and Review

25. In setting the budget assumptions the Board discussed the need to review some of the assumptions adopted in light of the 2020 outturn, most notably the stipends and salary assumption. The Board noted that the final decision on this would be taken in the New Year. Additionally, the Board noted the need to be ready to take action should Parish Share not begin to improve towards a sustainable levels. Therefore, over the next six months, a number of cost saving options will be identified and presented to the Board in early 2021. The Board will then have opportunity to review these ahead of seeing the financial position at the end of Q1 and taking what action was deemed necessary at that time. It is likely options will include some short-term / emergency options, in addition to longer term structural changes.

2021 – 2025 Sustainability Plan

Income and Expenditure

26. The Sustainability Plan has been refreshed using the following assumptions:
- 26.1. Parish Share seeing some recovery in 2022 (5%) and 2023 (2%) and then growing at 1% per annum. This will leave Parish Share c.£0.5m lower at 2024 than previously assumed;
 - 26.2. Other income lines growing at 2% per annum – plus the agreed stretch target of additional £150k by 2024;
 - 26.3. Stipend and salary inflation of 1.5% and 2.0% for 2022 and 2023+ respectively;
 - 26.4. Deployment levels as per 2019 Plan;
 - 26.5. Property costs inflation of 2% per annum;
 - 26.6. Other non-staff costs budgets frozen (except where one-off costs included in 2021); and
 - 26.7. Reserve transfers as the 2019 Plan.

27. On the above assumptions the Operating Deficit after Reserve Transfers in 2024 is £699k – see Appendix 1. This is £487k higher than the 2019 Plan due principally to the following:

- 27.1. Impact of lower Share, Fee and Investment income budgets in 2021 following on from Covid-19 - £618k; and
- 27.2. Increase in ministry in parishes costs principally reflecting LDBF's 10% contribution to additional curates - £151k; partly offset by
- 27.3. Lower support staff costs - £110k; and
- 27.4. Higher property income - £49k

Reserves

28. On the basis of the above, free reserves would continue to fall and be fully eroded in 2025. This clearly is not sustainable or acceptable and therefore, either budget cuts (higher income is highly unlikely as Parish Share remains vulnerable) or property sales will be required to maintain reserves. It is possible part of this gap will be closed by assistance in 2020 from the National Church and by property sales (£1.4m are currently earmarked as being possible sales, though some purchases are likely too) but a further review of costs is now required – see comment at paragraph 25.

Cash Flow

29. A high level cash flow forecast is included at Appendix 1. This shows cash balances reducing throughout the Plan and reducing to nil in 2025. The minimum liquidity level is reached by the end of 2021. The forecast includes no proceeds from property sales or support from the National Church and therefore, as with Reserves this gap may be partly closed.

Conclusions & Recommendations

30. The following motion will be proposed:

- 30.1. “That the Diocesan Synod authorise the Diocesan Board of Finance to raise and expend a sum not exceeding £21,394,431 for the calendar year 2021”.

Appendices

Appendix 1 – Proposed 2021 Budget and Sustainability Plan 2021 – 2025

Appendix 1 – Proposed 2021 Budget and Sustainability Plan

FINANCIAL PLAN 2021-2025	2019 Actual	2020 Budget	2020 Forecast	% Change	2021 Budget	% Change	2022 Budget	% Change	2023 Budget	% Change	2024 Budget	% Change	2025 Budget
Income													
Parish Share	13,878,938	13,992,360	11,542,017	-7.0%	13,012,895	5.0%	13,663,540	2.0%	13,936,810	1.0%	14,076,178	1.0%	14,216,940
Grants from National Church	4,120,226	3,326,013	3,322,524	0.1%	3,328,753	4.0%	3,462,330	4.1%	3,602,711	3.9%	3,743,384	-4.4%	3,579,301
Clergy Fees	1,001,934	1,020,000	853,181	0.0%	1,020,000	0.0%	1,020,000	0.0%	1,020,000	0.0%	1,020,000	0.0%	1,020,000
Investment income	632,960	682,388	670,060	-6.2%	640,359	0.4%	642,966	2.0%	655,825	2.0%	668,942	2.0%	682,320
Other Grants	318,350	311,500	311,600	-5.4%	294,750	-9.1%	268,000	0.0%	268,000	48.3%	397,577	-32.6%	268,000
Income from Property	780,456	666,209	703,018	8.0%	719,630	1.8%	732,830	1.8%	746,294	1.8%	760,027	1.8%	774,035
Other income	793,550	696,378	379,321	-12.3%	610,755	10.2%	672,890	9.3%	735,768	8.6%	799,398	1.8%	813,791
Realised gains	- 80,000	-	-		100,000		200,000		300,000		300,000		300,000
Total Income	21,446,414	20,694,848	17,781,720	-4.7%	19,727,142	4.7%	20,662,555	2.9%	21,265,408	2.4%	21,765,506	-0.5%	21,654,388
Expenditure													
Ministry In Parishes	11,412,506	11,483,427	11,443,086	2.2%	11,740,783	3.0%	12,092,546	3.6%	12,522,268	3.6%	12,975,429	0.3%	13,009,682
Contribution to National Church	1,230,168	1,261,571	1,274,269	2.0%	1,286,802	2.0%	1,312,538	2.0%	1,338,789	2.0%	1,365,565	2.0%	1,392,876
Property Maintenance	3,144,877	3,534,417	3,062,025	1.5%	3,586,224	0.8%	3,616,270	0.9%	3,648,345	0.9%	3,681,110	0.9%	3,714,579
Support for Ministry and Schools - staff costs	3,169,777	3,036,238	2,675,499	-2.2%	2,968,288	2.7%	3,047,978	1.0%	3,079,035	1.0%	3,110,399	1.0%	3,142,072
Support for Ministry and Schools - other costs	1,814,640	1,884,663	1,353,639	-3.8%	1,812,334	-4.1%	1,738,755	-0.3%	1,733,486	-0.1%	1,732,072	0.1%	1,733,095
Total Expenditure	20,771,968	21,200,317	19,808,517	0.9%	21,394,431	1.9%	21,808,087	2.4%	22,321,923	2.4%	22,864,575	0.6%	22,992,304
Operating Surplus / (Deficit) before Reserves	674,445	-505,468	-2,026,797	229.9%	-1,667,290	-31.3%	-1,145,532	-7.8%	-1,056,515	4.0%	-1,099,069	21.7%	-1,337,916
Transfers from reserves	443,548	600,000	600,000		500,000		400,000		400,000		400,000		400,000
Operating Surplus / (Deficit) after Reserves transferred	1,117,993	94,532	-1,426,797	-1334.8%	-1,167,290	-36.1%	-745,532	-11.9%	-656,515	6.5%	-699,069	34.2%	-937,916
Clergy pension deficit payments	-1,101,996	-908,000	-908,000	-41.4%	-531,974	4.0%	-553,013	-100.0%	-	0.0%	-	0.0%	-
Lay pension deficit payments	-308,244	-308,244	-308,244	0.0%	-308,244	0.0%	-308,244	0.0%	-308,244	-75.0%	-77,061	-100.0%	-
Unrestricted Cash Surplus / (Deficit)	-292,247	-1,121,712	-2,643,041	79.0%	-2,007,508	-20.0%	-1,606,789	-40.0%	-964,759	-19.6%	-776,130	20.8%	-937,916
Opening Free Reserves			5,179,000		3,752,203		2,584,913		1,839,381		1,182,866		483,797
Deficit / Surplus			- 1,426,797		- 1,167,290		- 745,532		- 656,515		- 699,069		- 937,916
Property Sales			-		-		-		-		-		-
Closing Free Reserves	5,179,000		3,752,203		2,584,913		1,839,381		1,182,866		483,797		454,119

Target: £4.1m - £5.8m

Unrestricted 2021 Budget – High-level comments

FINANCIAL PLAN 2021-2025	2019 Actual	2020 Budget	2020 Forecast	% Change	2021 Budget	Comments
Income						
Parish Share	13,878,938	13,992,360	11,542,017	-7.0%	13,012,895	Assuming improvement on 2020 but still below 2019 and the 2020 budget.
Grants from National Church	4,120,226	3,326,013	3,322,524	0.1%	3,328,753	Ongoing funding reducing but includes Strategic Ministry Funding and grant for Director of Church Revitalisation
Clergy Fees	1,001,934	1,020,000	853,181	0.0%	1,020,000	Using 2020 budget
Investment income	632,960	682,388	670,060	-6.2%	640,359	Lower CBF Prop Fund income and lower interest
Other Grants	318,350	311,500	311,600	-5.4%	294,750	All Churches Trust grant reducing
Income from Property	780,456	666,209	703,018	8.0%	719,630	2020 property income has remained strong and additional properties currently going onto the rental market. Assuming 1st floor Church House occupied from 1 July 2021.
Other income	793,550	696,378	379,321	-12.3%	610,755	No stipends recharges following end of previous arrangements and reduced Parcevall Hall income by 10% from 2020 budget.
Realised gains	- 80,000	-	-		100,000	As per 2019 Sustainability Plan.
Total Income	21,446,414	20,694,848	17,781,720	-4.7%	19,727,142	
Expenditure						
Ministry In Parishes	11,412,506	11,483,427	11,443,086	2.2%	11,740,783	Increase in ongoing pension cont rate, more grants due to increased curate numbers and higher other (previously under budgeted); offset by lower overall clergy numbers.
Contribution to National Church	1,230,168	1,261,571	1,274,269	2.0%	1,286,802	Assuming 2% increase
Property Maintenance	3,144,877	3,534,417	3,062,025	1.5%	3,586,224	Could be tight budget if a lot of catch-up required but have underspent this level in recent years.
Support for Ministry and Schools - staff costs	3,169,777	3,036,238	2,675,499	-2.2%	2,968,288	Lower budget reflects efficiencies achieved in 2019/20. Again includes £100k saving target (3.4% of budgeted costs)
Support for Ministry and Schools - other costs	1,814,640	1,884,663	1,353,639	-3.8%	1,812,334	Detail shown separately. Includes £350k savings target (19% or 7% including Property)
Total Expenditure	20,771,968	21,200,317	19,808,517	0.9%	21,394,431	
Operating Surplus / (Deficit) before Reserves transfer	674,445	-505,468	-2,026,797	229.9%	-1,667,290	
Transfers from reserves	443,548	600,000	600,000		500,000	Using 2019 Plan but this figure could be flexed using the Pastoral Account
Operating Surplus / (Deficit) after Reserves transfer	1,117,993	94,532	-1,426,797	-1334.8%	-1,167,290	
Clergy pension deficit payments	- 1,101,996	- 908,000	- 908,000	-41.4%	- 531,974	Lower deficit payments - other side of increase in Ministry in Parishes
Lay pension deficit payments	- 308,244	- 308,244	- 308,244	-8.5%	- 308,244	
Unrestricted Cash Surplus / (Deficit)	-292,247	-1,121,712	-2,643,041	74.5%	-2,007,508	
Opening Free Reserves			5,179,000		3,752,203	Likely to open below target subject to property sales
Deficit / Surplus			- 1,426,797		- 1,167,290	From above
Property Sales						Depends on what sold - need to review
Closing Free Reserves	5,179,000		3,752,203		2,584,913	

Unrestricted Cash Flow

Unrestricted cash forecast 2021-2025					
£	2021	2022	2023	2024	2025
Unrestricted cash and investments b fwd	5,175,843	3,590,902	2,435,781	1,370,677	494,202
Permanent loan repayments	-109,407	-101,345	-100,345	-100,345	-100,345
Proceeds from sale of DBF property	0	0	0	0	0
Unrestricted cash deficit	-1,167,290	-745,532	-656,515	-699,069	-937,916
Pension deficit payments	-308,244	-308,244	-308,244	-77,061	0
Unrestricted cash and investments c fwd	3,590,902	2,435,781	1,370,677	494,202	-544,058
Minimum cash & investments	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Headroom	-409,098	-1,564,219	-2,629,323	-3,505,798	-4,544,058

Income Breakdown

Income Breakdown		2019 Actual	2020 Budget	2021 Budget
Parish Share		13,718	13,992	13,013
Grants from National Church	Transition allocation	1,693	1,356	1,136
	Poorest Communities Allocation	1,618	1,754	1,814
	Restructuring	674	-	-
	Legal Funding	73	87	87
	Strategic Ministry Funding	-	-	162
	Capacity Funding Grant	62	129	130
		4,120	3,326	3,329
Clergy Fees		1,002	1,020	1,020
Investment income		675	682	640
Income from Property		772	666	720
Other income	Allchurches Trust Grant	318	302	285
	Parsonage Improvement Grants	8	10	10
	Education	308	303	303
	Parcevall Hall	295	299	267
	Financial Services	25	28	28
	Recharges	95	-	-
	Sundry Income	190	66	13
		1,239	1,008	906
Gain on sale of properties		50	-	100
Total		21,576	20,694	19,727

Clergy Cost Breakdown

Clergy Numbers	2019 Actual	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan
Non-Parochial	6.4	6.7	6.7	6.7	6.7	6.7	6.7
Incumbents	249.7	242.0	236.6	231.2	225.7	220.3	214.8
Total	256.1	248.7	243.3	237.9	232.4	227.0	221.5
Curates in Training (DBF Funded)	46.8	51.0	40.0	44.0	48.0	52.0	52.0
Total (DBF Funded)	302.9	299.7	283.3	281.9	280.4	279.0	273.5
Incumbents (SDF Funded)	3.5	3.5	3.5	3.5	3.5	2.5	0.0
Curates in Training (SDF Funded)	3.0	3.0	4.0	4.0	4.0	2.0	1.0
Curates in Training (SMF Funded)	0.0	0.0	3.5	10.5	17.5	24.5	24.5
Total Deployable Clergy	309.4	306.2	294.3	299.9	305.4	308.0	299.0
Total Incumbents	253.2	245.5	240.1	234.7	229.2	222.8	214.8
Total Curates	49.8	54.0	47.5	58.5	69.5	78.5	77.5
Total Non-Parochial	6.4	6.7	6.7	6.7	6.7	6.7	6.7
Total Deployable Clergy	309.4	306.2	294.3	299.9	305.4	308.0	299.0

Cost (£'000)	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Stipends & NI	8,916	8,891	8,617	8,863	9,180	9,517	9,533
Pension (ongoing)	1,844	2,050	2,458	2,555	2,623	2,758	2,763
Expenses (including Area Deacons)	45	43	43	43	43	43	43
New role Grants	237	203	260	264	269	275	280
Occasional office grant	195	159	195	198	202	206	210
Vacancy Costs	82	74	80	81	83	84	86
Other	93	64	88	89	91	93	95
Ongoing Costs	11,413	11,483	11,741	12,093	12,522	12,975	13,010
Pension Deficit	1,102	908	532	553	0	0	0
Total Costs	12,515	12,391	12,273	12,646	12,522	12,975	13,010

Pension Contribution Rates							
Ongoing	28.9%	28.9%	32.8%	32.8%	32.8%	32.8%	32.8%
Deficit	11.0%	11.0%	7.1%	7.1%	0.0%	0.0%	0.0%
Total	39.9%	39.9%	39.9%	39.9%	32.8%	32.8%	32.8%

Support Costs Breakdown

Department	2018 Actual	2019 Actual	2020 Budget	2021 Budget	% Change vs 2018	% Change vs 2019	% Change vs 2020
Administration	243	187	196	156	-36%	-16%	-20%
Buildings for Mission	49	51	54	0	-100%	-100%	-100%
Change	0	23	32	100	100%	326%	212%
Clergy Development	267	229	289	287	8%	26%	0%
Communications	193	128	152	149	-23%	17%	-2%
Dicesan Advisory Committee	177	180	163	169	-5%	-6%	4%
Director of Ordinands	241	241	350	386	60%	60%	10%
Diocesan Offices	265	232	256	246	-7%	6%	-4%
Director of Ministry and Mission	162	126	131	100	-38%	-21%	-24%
Education	829	728	811	786	-5%	8%	-3%
Environment Officer	16	20	27	26	66%	31%	-4%
Equipment and Information Technology	105	86	77	113	8%	31%	46%
Finance	237	292	289	288	21%	-1%	0%
Financial Services	159	126	102	68	-57%	-46%	-34%
Governance	488	417	452	528	8%	27%	17%
Church Growth	84	87	114	60	-28%	-31%	-48%
Higher Education & Further Education	77	37	24	18	-76%	-51%	-26%
Human Resources	110	140	194	226	105%	61%	17%
Interfaith and Racial Justice	60	27	31	16	-73%	-40%	-47%
Director of Lay Training	266	301	387	349	31%	16%	-10%
Church In the World and Link Dioceses	12	10	25	15	24%	46%	-39%
Marrick Priory Chaplain	24	24	45	24	-1%	-1%	-46%
Mission and Pastoral	241	194	235	201	-17%	4%	-14%
Parcevall Hall	304	274	330	298	-2%	9%	-10%
Safeguarding	158	168	192	291	84%	73%	52%
Social Engagement	69	18	33	20	-70%	14%	-39%
Stewardship	266	82	110	113	-58%	37%	2%
Stipends Recharged	94	0	70	0	-100%	0%	-100%
Children, Young People and Families	165	134	132	126	-24%	-6%	-5%
Other *	25	41	80	69	171%	69%	-15%
Savings to be achieved	0	0	-462	-450	0%	0%	-3%
Total Expenditure	5,387	4,603	4,921	4,781	-11%	4%	-3%

* Includes Diocesan Advisor for Women's Ministry, Disability Task Force, Ecumenical Affairs, Ministry among Hearing Impaired, Prayer & Spirituality and Resources Centre