

Archbishops' Council

2020 Budget

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Context

1. Since the first seeds of what has become the Renewal and Reform programme were sown in 2014, much has been achieved and much has been learned. The Archbishops' Council has been encouraged to see the progress that has been made so far. But this is just the beginning: much remains to be done to work towards the vision of becoming a growing Church for all people in all places to continue the vision for the Church of England to be the Church for all the people of England. It is time now to consolidate and build on the excellent start that has been made, recognising the importance of reaching out to every part of the Church when we undertake projects.
2. With thanks we can point to evidence of what has been achieved so far. For example, the Strategic Development Funding (SDF) programme has gathered momentum and the fruits of the vision, hard work and prayer of people in dioceses and parishes across England are starting to be seen. So far, the projects supported by the programme have generated 8,500 new disciples, trained 1,700 people and 480 people are exploring vocations.
3. But more important is the impact from boosting confidence as a result of laying the foundations in a range of workstream areas which will yield a future harvest. Examples include:
 - Since 2017, 43 projects in 31 dioceses have been awarded Strategic Development Fund grants.
 - There is increasing clarity how dioceses are using their Lowest Income Communities Funding to support ministry in disadvantaged communities.
 - The majority of dioceses now have capacity for strategic implementation and programme management.
 - Most diocesan bishops and deans have actively participated in the Strategic Leadership Development programme.
 - The establishment of a Digital team. Examples of their reach include: 3.5 million for the #LiveLent 2018 campaign and double that number for the 2018 #Follow the Star Christmas campaign, transformation of the Church of England and Archbishops' websites and redevelopment of the A Church Near You website leading to a two-thirds increase in page views over the two years to December 2018.

4. We recognise the challenges for dioceses which have faced cost pressures in recent years in areas such as increasing their safeguarding resource, funding increased employers' national insurance contributions and meeting the apprenticeship levy. Also, those dioceses which received a significant grant under the "Darlow" formula have faced a particular challenge in undertaking transition to new models, despite the time limited transitional support provided.
5. One thing that has not changed is the importance of generous giving in the economy of the Church. Dioceses and parishes have continued to see declines in the number of givers which has increased the challenge of growing parish share. Lack of growth parish incomes remains the greatest constraint on growth.

Introduction

6. General Synod's role in relation to the Council budget is to approve: (i) the expenditure in relation to elements funded largely by the dioceses and (ii) the resultant diocesan apportionment. But the Council's full activity is broader than this and its role providing grants to dioceses from funds passed to the Council by the Church Commissioners has both changed and expanded in recent years:
 - (a) Until the end of 2016 it distributed grants to the least resourced dioceses as calculated by formula (the Darlow formula) and mission funding. In 2016 these totalled around £41m.
 - (b) In 2017 the above two funding streams were ceased, combined with funds distributed by the Church Commissioners as Growth, Research and Development funding (£15m in 2014-16) and replaced by Strategic Development Funding and Lowest Income Communities Funding (LInC). In 2017 these two new funding streams totalled £48m. Transition and Restructuring funding (totalling £46m in 2017-19) was also made available to provide additional funds on a reducing (and time-limited) basis to dioceses receiving less LInC funding than Darlow funding.
 - (c) The distribution streams outlined in (b) above will continue in the 2020-22 triennium. In addition to this the Council is excited by the prospect of additional funding arising from the triennial actuarial review of the Church Commissioners' fund and the work of the Triennium Funding Working Group (see GS 2140). Subject to approval at the Church Commissioners' Annual General Meeting on 26 June 2019, additional funding will be made available to the Council in 2020-22 which it expects to allocate as follows:
 - £27m to meet the costs of training the incremental increase in ordinands, supporting dioceses to deliver the Church-wide goal of increasing the number of ordinands by 50%.
 - £18m for Strategic Ministry Funding to help dioceses meet the incremental costs of an increasing number of curates.
 - £45m of diocesan sustainability funding to help dioceses with financial difficulties wishing to undertake major programmes to provide a platform for the Church's sustainable growth.
 - £20m to begin a social impact investment programme.
 - An increase of £3m to £5m in the allocation to fund digital work.
 - Further investment of £2m in the management and resourcing of the Renewal and Reform programmes.

7. This funding from 2014-2022 is shown in the table below. Apart from inflationary increases, the only “new money” resulting from the move from (a) to (b) was the transition funding, for dioceses receiving less funding by formula, which will reduce to £nil by 2026 – essentially a redistribution across dioceses. But the move from (b) to (c) is hugely significant and represents a genuine increase in the money available to the Council to work towards the vision of becoming a growing Church for all people in all places on a sustainable basis. The Council recognises this represents a great opportunity for the Church, but it also brings with it an obligation to ensure the money is spent well. Increased funding does not replace the continuing need to inspire increased generosity as a mark of faith within parishes, and nor should it allow a relaxation of the very tight financial management environment within which the Council operates.

Funds for AC grant making (from CCs)	(a) 2014-2016 £m	(b) 2017-2019 £m	(c) 2020-2022 £m
Ministry support for poorer dioceses (Darlow)	104.7		
Mission development funding: grants to dioceses	18.0		
Strategic Development Funding *		74.3	82.1
Lowest Income Communities Funding (LInC)		74.3	82.1
SubTotal	122.8	148.7	164.2
<u>Additional Funding Introduced 2017</u>			
Transition & Restructuring Funding (time-limited)		45.7	20.3
Digital Evangelism Work **		2.0	5.0
<u>Additional Funding Introduced 2020</u>			
Additional Ordinands Funding			27.1
Strategic Ministry Funding (curacy support)			18.4
Diocesan Sustainability Funding			45.0
Social Impact Investment			20.0
Renewal & Reform Programmes **			2.4
Grand Total	122.8	196.4	302.4
* In 2014-2016 £15.0m of SDF was allocated from CCs direct to dioceses			
** Digital Evangelism and Renewal & Reform activities carried out within Vote 2 Operating Budget			

8. In addition to this grant funding, the Council is responsible for meeting expenditure funded largely by the Diocesan Apportionment – Training for Ministry, the Operating budget, Grants, Mission Agency Pension Contributions and the grant for the Clergy Retirement Housing Scheme. The remainder of this paper will focus on these areas to support the General Synod’s specific role in relation to the Council’s budget – i.e. the role of considering whether to approve the expected expenditure in these budget areas and the associated diocesan apportionment.

9. Budgeted expenditure in these areas between 2014 and 2020 is shown in the table below. During this period the Council has needed to allocate additional resource to several areas including Safeguarding (which has increased from £0.04 million in 2014 to £3.2 million in 2020), and Training for Ministry (£4.5 million additional expenditure). It has also started new work to address Modern Slavery issues (made possible through funding from the Clewer Sisters) and delivering the Living in Love & Faith Project. The investment activities of Evangelism & Discipleship, Renewal & Reform and Digital teams have also commenced in recent years. At the same time, the Council has sought to minimise any increase in cost to deliver “Business as Usual” activities.

10. Where possible the Council has sought to fund these activities supporting dioceses from sources other than the diocesan apportionment. This is manifested in the reduction in the proportion of expenditure in these areas met from the apportionment, reducing from almost 90% in 2014 to 70% in the 2020 budget.

	2014	2015	2016	2017	2018	2019	2020
	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>
Votes 1-5 Gross Expenditure	32.3	33.4	35.5	37.7	39.7	43.4	46.9
Diocesan Apportionment	28.8	29.2	29.9	31.0	31.9	33.0	33.0
Apportionment as % of Expenditure	89%	87%	84%	82%	80%	76%	70%

11. The recommended 2020 budget continues this trend as the Council has decided to allocate £1m of the diocesan sustainability funding to enable it to keep the recommended apportionment for 2020 at the 2019 level. This is for one year only and hence not a long-term solution. It is being done in advance of a planned fundamental review of the Council's activities and how they should be funded from 2021. Therefore, the table above does not include figures for 2021 or 2022 as, until that review has been completed it would be premature to provide a forecast for these elements of this budget or the associated apportionment.

2020 Budget: Votes 1-5

Summary	Funding sources				
	Gross Expend £'000s	% change vs 2019 Budget	Gross Income £'000s	Diocesan Appt £'000s	Reserves / Restricted Funds £'000s
Training for Ministry - Vote 1	17,589	1.5%	2,613	14,776	200
National Church Responsibilities (Operating Budget) - Vote 2	22,088	16.6%	9,047	11,109	1,933
Grants - Vote 3	1,242	-0.9%	-	1,242	-
Mission Agencies Pension Contributions - Vote 4	698	-15.1%	-	554	144
Clergy Retirement Housing - Vote 5	5,299	5.0%	-	5,299	-
TOTAL	46,915	8.1%	11,660	32,979	2,276

12. The Council's total budgeted expenditure for areas of activity substantially funded from the apportionment in 2020 is £46.9 million - £3.5 million (8.1%) above the equivalent 2019 level. The most significant reasons for this increase are within the Operating Budget (Vote 2):

- a) £0.9 million contribution towards Diocesan Safeguarding Past Case Review 2 (PCR2) activities;
- b) £0.9 million expansion of the Digital budget.

13. In addition, there are increases of £0.25 million to both the Training for Ministry (Vote 1) and Clergy Retirement Housing (Vote 5) grant budgets.

14. The planned overall funding of the budget is shown below.

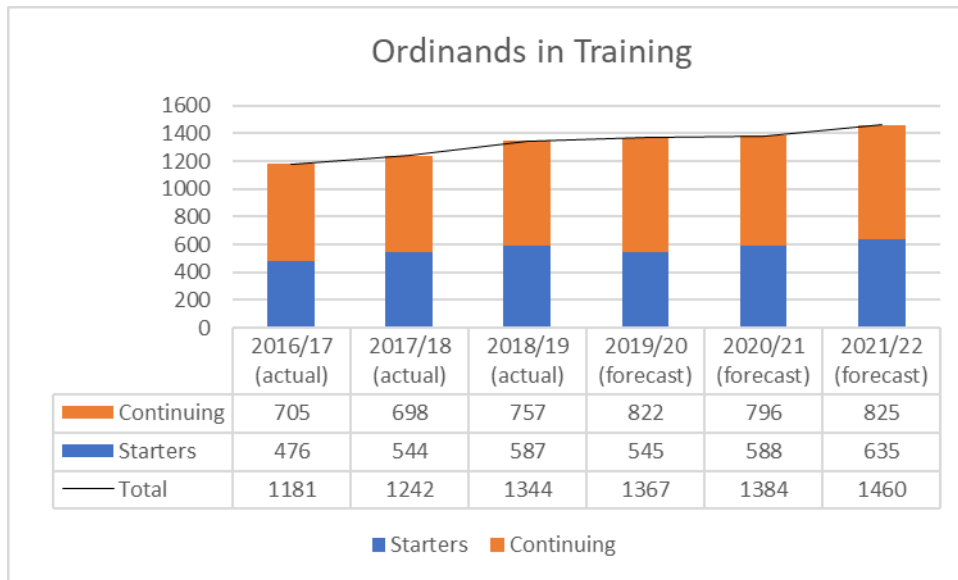
Funding the Council's Gross Expenditure	2020 Budget £'000s	Inc(Dec)rease: 2020 Budget vs 2019 Budget	
		£'000s	%
Additional Ordinands Funding (CCs)	2,593		
3 rd Party Grant Funding (Corp CH, ATL, Clewer Sisters etc)	2,425		
Church Commissioners (excl Accommodation)	2,339		
SubTenants' Accommodation charge	1,675		
Other Operating Income	1,032		
Strategic Development Fund Grants	597		
Diocesan Sustainability Funding	1,000		
SubTotal: Income (excl Apportionment)	11,660	4,581	64.7%
AC Restricted / Designated Funds	1,233		
CCF Capital Drawdown	900		
Reserves	144		
Diocesan Apportionment	32,979		
Grand Total: Funding (incl Apportionment)	46,915	3,516	8.1%

15. The 2020 budget includes a grant of £1.75 million from The Corporation of The Church House (The Corporation) to be directed towards the work of the National Safeguarding Team as is the case in 2019. The Archbishops' Council is most grateful for this generous support.

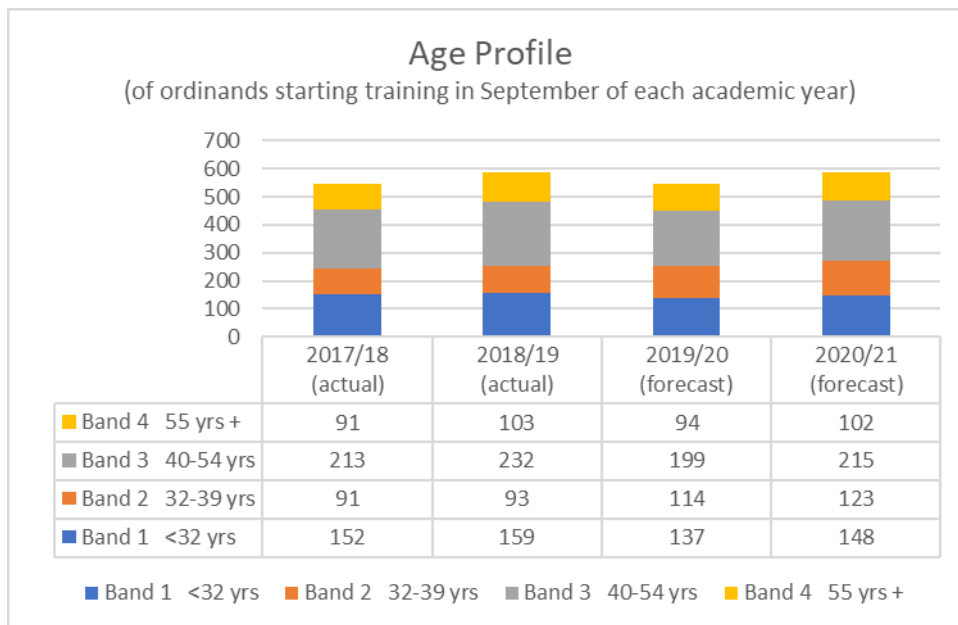
16. The Council is also grateful for the increased support available from the Church Commissioners (which is subject to approval at their AGM). This has several implications for the budget to be considered by the General Synod, most notably the £2.6 million of Additional Ordinands Funding to support the cost of ordinands in training as recommended by the Triennial Funding Working Group (TFWG) – as per GS2140.
17. The TFWG also recommended that the Council should use the funding from the Church Commissioners to enable:
- a) £0.9 million expansion of the Digital budget in 2020 as part of a total £5.0 million across the 2020-22 triennium;
 - b) £0.2 million for additional Renewal & Reform programme support;
 - c) £0.1 million for the Council to take on the Thy Kingdom Come project budget from September 2020.
18. The TFWG recommended that a new stream of Diocesan Sustainability Funding should be established by the Council from funds allocated to it by the Commissioners. The Council has agreed that £1 million of this should be used in 2020 to enable the Diocesan Apportionment to be held flat at the 2019 level of £33.0 million.
19. The Council has determined that a Comprehensive Budget Review should be undertaken, in time to feed into the 2021 budget work, to achieve improved outcomes whilst minimising the burden on dioceses and eliminating the need for unsustainable reliance on Reserves / Restricted Funds.
20. A summary of the key issues within the 2020 budget, by area of expenditure, follows.

A) Training for Ministry – Vote 1

21. This budget covers the majority of the costs of training clergy for deployment in the Church of England. Budgeted Gross Expenditure in 2020 is £17.6 million, £0.3 million (1.5%) above the 2019 equivalent. It excludes the costs of family maintenance grants which are made by the dioceses and in 2018/19 amounted to £6.7 million.
22. The 2019 budget included an assumption that a total of 640 ordinands would commence their training in autumn 2019 – a 10% increase on the 582 starters in autumn 2018 that was forecast in Spring 2018. These forecasts have unfortunately proven to be over-optimistic. Based upon Bishops Advisory Panels (BAPs) data to early June 2019 it is now anticipated that a total of 545 ordinands will commence their training this autumn – in line with autumn 2017 starter levels. Together with the 822 continuing students this gives a projected total of 1367 ordinands in training for the 2019/2020 academic year - 1.7% more than in 2018/2019.



23. It is anticipated that there will continue to be peaks and troughs in training cohorts but with an overall pattern of steady growth. The year-on-year differences in the number candidates being discerned reflect staffing changes in dioceses and the length of the vocational discernment pipeline.
24. The 2020 budget has been based upon an increase in the number of ordinands to 588 starters in autumn 2020 – in line with 2018/2019 academic year levels (14.5% more than starters in autumn 2016).
25. Under the RME framework dioceses receive a Block Grant for ordination training according to the number and age of the ordinands they sponsor. This grant is based upon the typical pathway choice (and thus cost) of a candidate falling within 4 age bands (see table below). Ministry Council has recently initiated a review of RME arrangements.



26. The 2019 Training for Ministry budget was set on the basis that the Archbishops' Council would receive £0.5 million one-off grant income from the Corporation of Church House, use £1.6 million of its Church & Community Fund (CCF) and draw an additional £0.2 million from Restricted Funds. The budgeted use of CCF was effectively a short-term measure pending a strategic funding solution being devised in consultation with the Church Commissioners.

27. The Commissioners' and Council's agreement with the TFWG's recommendation that they deploy £2.6 million of Additional Ordinands Funding in 2020 removes the need for the Council to draw upon its own resources at an unsustainable rate to fund Training for Ministry expenditure in this budget.

B) National Church Responsibilities (Operating Budget) – Vote 2

28. The financial challenge for the Council remains:

- making the **Investment** needed at national level to support all the strands of the Renewal & Reform (R&R) Programme;
- delivering **Mandated** work, such as the necessary safeguarding work and responding to General Synod requests for additional resource in specific areas;
- maintaining its '**Business as Usual**' (BAU) activity that remains a priority: delivering an evolving range of services for the Church to support its mission that can only be delivered nationally or are most effectively / efficiently delivered that way

2019 forecast

29. Before commentary on the 2020 budget, a brief explanation of the 2019 Gross Expenditure forecast of £20.2 million is provided. This is £1.3 million (6.7%) above restated 2019 budget¹ driven by the following changes:

- £0.4 million towards supporting dioceses with undertaking Past Case Review 2 (PCR2) activity. Matched funding of up to £30,000 per diocese will be given. The forecast assumes 12 dioceses will carry out this activity in 2019 with the remaining 30 doing so in 2020.
- £0.2 million for Cathedral & Church Buildings (CCB) activities, largely due to the Bats in Churches Project (for which Natural England will provide majority funding – the Council's share of the project being £30,000 p.a. across 2019-2022)
- £0.2 million for other National Safeguarding Team activities – including lessons learned reviews, developing survivor engagement strategy, the Casework Management System and Children & Young People projects.
- £0.2 million for Mission & Public Affairs (MPA) activities – including an additional £0.1 million towards the Modern Slavery Project (with offsetting funding from The Clewer Sisters).
- £0.15 million for the Council's contribution to pan-National Church Institutions (NCIs) Projects – including initial scoping for a prospective People Systems Project.

2020 budget

30. Budgeted Gross Expenditure in 2020 is £22.1 million, £3.1 million (16.6%) above 2019 budget and £1.9 million (9.3%) above 2019 forecast.

31. The two most significant increases account for £1.8 million of the additional gross expenditure:

- £0.9 million for Digital activities – taking the total 2020 budget expenditure to £1.6 million. This increased funding provides for a significantly expanded resource (the business case for which will include enhanced objectives). Matched income of £1.6

¹ restated to include £0.1 million income and expenditure relating to the AllChurchesTrust Ltd (ATL) grant for the 2-year SafeSpaces Project.

million is budgeted – representing Year 1 of the £5.0 million grant from the Church Commissioners across 2020-2022.

- £0.9 million for the Council’s remaining contribution to PCR2 activities – representing provision for 30 dioceses to undertake the review in 2020.

32. Other significant year-on-year increases are:

- £0.2 million for additional MPA activities – including £0.1 million extra provision for the Modern Slavery Project (again with offsetting matched funding from The Clewer Sisters). The budget includes increased provision for a new Environment Officer resource in response to a call from General Synod for additional National Church work in this area. This is in addition to consultancy work and the existing provision within the CCB team. The budget also includes an increased Disabilities Adviser resource.
- £0.2 million for additional R&R activities – including increased provision for staff, enhanced Setting Gods People Free (SGPF) and Learning Communities. The additional expenditure is matched by offsetting income provided by the Church Commissioners following the recommendations of the TFWG.
- £0.2 million for Evangelism & Discipleship (E&D) activities - including £0.1 million for the department to absorb Thy Kingdom Come (TKC) activities from September 2020 (involving the addition of 2.5FTE staff). A further £0.1 million is included as full-year cost of a new Fresh Expressions post (funded from a SDF grant). This replaces the grant formerly paid to Fresh Expressions Ltd to pay for the Archbishops’ Missioner post there. The Council’s support of TKC and Fresh Expressions is made possible through offsetting income provided by the Church Commissioners following the recommendations of the TFWG
- £0.2 million for CCB activities – including the Bats in Churches Project referred to in the 2019 forecast above
- £0.2 million for Safeguarding activities – including the SafeSpaces and Casework Management System Projects and a reshaped management team (including the creation of a new Director post).

33. The table below summarises the increase to the Operating Budget in 2019 and 2020 – separating Business As Usual (BAU) activities from those Mandated by the Council and / or General Synod (including the Past Case Review 2 work which accounts for £0.9 million of the £1.4 million increase in 2020) or Investment activities (including Digital which accounts for £0.9 million of the increase together with £0.2 million increases in each of Renewal & Reform and Evangelism & Discipleship areas).

34. The Council continues to work to minimise cost increases associated with BAU activities. These costs increased by less than salary inflation in the 2019 Budget (2.4%) and again in the proposed 2020 Budget (1.7%).

	2018-2019 Budget		2019-2020 Budget	
	Gross Expend increase		Gross Expend increase	
	£'000s	%	£'000s	%
BAU	420	2.4%	325	1.7%
Mandated	608	3.5%	1,417	7.5%
Investment	349	2.0%	1,406	7.4%
TOTAL	1,377	7.8%	3,147	16.6%

C) Grants – Vote 3

35. This budget comprises the Church of England's contributions to the Anglican Communion Office, ecumenical organisations, the Council's Legal Costs Fund and other grants (including to the Church Urban Fund and Fresh Expressions).
36. The 2020 grants budget of £1.2 million is 0.9% below the 2019 budget following the removal of the grant to Fresh Expressions Ltd.
37. The budget includes an inflationary increase of 2.5% for both the Inter-Anglican and Conference of European Churches budgets. All other grants remain in line with 2019 levels.

D) Mission agency pension contributions – Vote 4

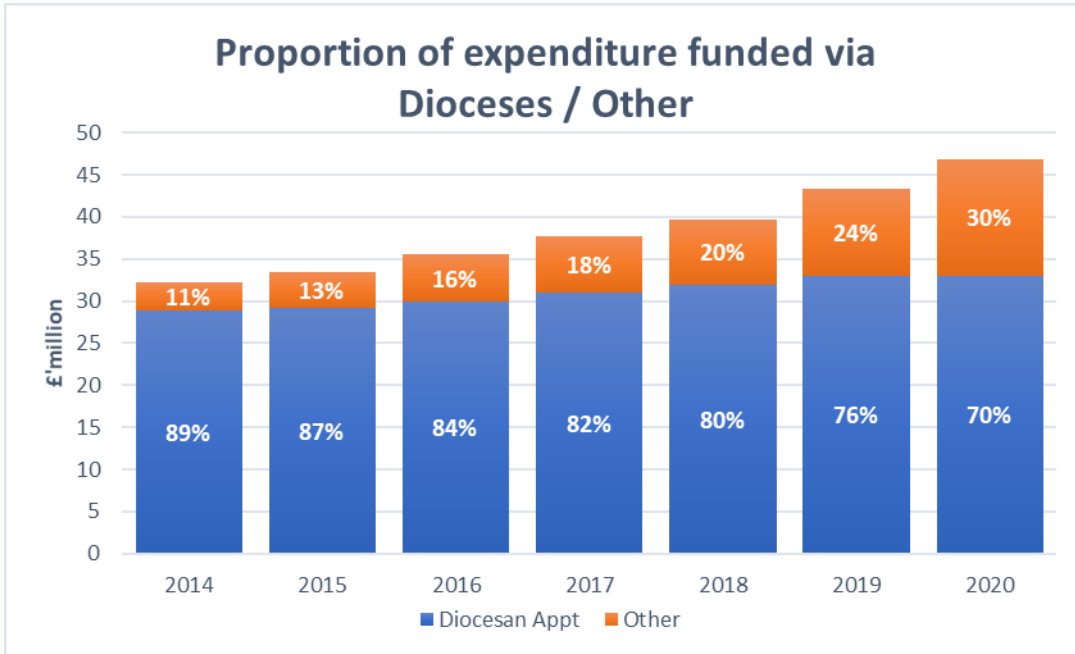
38. The Council meets pension contributions for clergy serving with the Partnership for World Mission (PWM) mission agencies who are regarded as being "in service" for the purposes of the clergy pension scheme.
39. The 2020 expenditure budget of £0.7 million is £0.1 million (15.1%) less than 2019 budget due to a declining number of qualifying clergy.
40. As part of 2017-2019 triennial arrangements, the Church Commissioners funded the majority of these costs which in turn enabled the Council to allocate £2.0 million of its resources towards digital projects (an activity the Commissioners wished to support but could not do so directly at the time). The 2020 budget is based upon the Council passing on £0.55 million of the cost to dioceses via the Apportionment with the remaining £0.14 million funded via the Vote 4 reserve which is currently operating above Reserve Policy maximum levels.

E) Clergy retirement housing – Vote 5

41. The Council took on responsibility for the grant to support the clergy retirement housing (CHARM) scheme in 2005. Over the following three years (2006-2008) it was reduced by a cumulative 10% which was not sustainable. Following agreement between the Council and the Church of England Pensions Board, with effect from 2010 an annual inflator of 5.0% p.a. has applied. The 2020 budget of £5.3 million represents the final year of the current quinquennial commitment to this +5.0% annual increase.
42. The prospect of the scheme becoming self-sufficient over the next 25 years or so depends upon a range of factors - most notably demand for the scheme, house price inflation, interest rates and the ability to obtain further financing on sufficiently attractive terms. The fixed-rate bond issued last year (raising £30 million) provided the Church of England Pensions Board with greater certainty on its financing costs and was achieved at a pricing level in line with its long-term business plan assumptions.

Apportionment

43. The 2020 budget has been constructed on the basis that the contribution met by dioceses remains unchanged from 2019 – i.e. £33.0 million (or 70% of the Gross Expenditure budget) despite the significant additional work allowed for within the budget. The decreasing proportion of the budget funded by the diocesan apportionment is illustrated in the chart below.



44. The Summary by Vote and recommended Apportionment Table for 2020 are shown on the following pages.

2020 Budget – summary by Vote

		2018	2019		2020	variance vs
		Actuals	Budget	Forecast	Budget	2019 budget
		£'000s	£'000s	£'000s	£'000s	%
Training for Ministry	Income	-90	-520	-520	-20	-96.2%
	Additional Ordinands Funding	-	-	-	-2,593	
	Expenditure	14,724	17,337	16,328	17,589	1.5%
	Net Expenditure	14,635	16,817	15,808	14,976	-11.0%
	Funded via:					
	AC Rest/Des Funds Transfers	198	402	200	200	
V1	Dioceses via Apportionment	14,316	14,776	14,776	14,776	0.0%
	CCF Drawdown - TfM Budget	-	1,640	832	-	
	V1 Reserves	121	-	-	-	
Operating Budget						
	Income	-4,875	-5,892	-6,180	-8,047	36.6%
	Diocesan Sustainability Funding	-	-	-	-1,000	
	Expenditure	17,621	18,940	20,202	22,088	16.6%
	Net Expenditure	12,746	13,048	14,022	13,042	-0.1%
	Funded via:					
	AC Rest/Des Funds Transfers	795	950	1,144	1,033	
V2	Dioceses via Apportionment	11,396	11,749	11,749	11,109	-5.4%
	CCF Drawdown - Operating Budget	-	350	350	-	
	CCF Drawdown - PCR 2	-	-	360	900	
	V2 Reserves	555	-	420	-	
Grants						
	Income	-	-	-	-	
	Expenditure	1,210	1,253	1,253	1,242	-0.9%
	Net Expenditure	1,210	1,253	1,253	1,242	-0.9%
	Funded via:					
V3	Dioceses via Apportionment	1,244	1,253	1,253	1,242	-0.9%
	V3 Reserves	34	-	-	-	
Mission Agency						
	Income	-667	-667	-667	-	
Pension Contributions	Expenditure	752	822	744	698	-15.1%
	Net Expenditure	86	156	77	698	348.4%
	Funded via:					
V4	Dioceses via Apportionment	140	156	156	554	256.1%
	V4 Reserves	-54	-	-78	144	
CHARM						
	Income	-	-	-	-	
	Expenditure	4,806	5,046	5,046	5,299	5.0%
	Net Expenditure	4,806	5,046	5,046	5,299	5.0%
	Funded via:					
V5	Dioceses via Apportionment	4,806	5,046	5,046	5,299	5.0%
	V5 Reserves	-	-	-	-	
TOTAL						
	Income	-5,631	-7,078	-7,366	-8,067	14.0%
	Additional Ordinands Funding	-	-	-	-2,593	
	Diocesan Sustainability Funding	-	-	-	-1,000	
	Expenditure	39,114	43,399	43,573	46,915	8.1%
	Net Expenditure	33,483	36,320	36,206	35,255	-2.9%
	Funded via:					
	AC Rest/Des Funds Transfers	993	1,352	1,344	1,233	
	Dioceses via Apportionment	31,901	32,979	32,979	32,979	0.0%
	CCF Drawdown - TfM Budget	-	1,640	832	-	
	CCF Drawdown - Operating Budget	-	350	350	-	
	CCF Drawdown - PCR 2	-	-	360	900	
	V1-V5 Reserves	588	-	341	144	

2020 Table of Apportionment

	Training for Ministry	National Church Responsibilities	Grants & Provisions	Inter-diocesan support of Mission Agency clergy pension contributions	CHARM	Apportionment 2020	% change 2020 on 2019	Pooling 2018/19	Total Apportionment post pooling 2020
	Vote 1	Vote 2	Vote 3	Vote 4	Vote 5				
	£	£	£	£	£	£	%	£	£
Bath & Wells	392,793	295,318	33,006	14,733	141,025	876,875	0.0	60,093	936,968
Birmingham	188,976	142,080	15,879	7,088	67,848	421,871	0.0	42,564	464,435
Blackburn	301,886	226,970	25,367	11,323	108,386	673,932	0.0	-24,759	649,173
Bristol	225,279	169,374	18,930	8,450	80,882	502,915	0.0	-102,909	400,006
Canterbury	235,385	176,972	19,779	8,829	84,510	525,475	0.0	24,623	550,098
Carlisle	211,866	159,290	17,803	7,947	76,067	472,973	0.0	95,968	568,941
Chelmsford	553,874	416,426	46,542	20,775	198,858	1,236,475	0.0	-149,625	1,086,850
Chester	484,117	363,979	40,680	18,158	173,813	1,080,747	0.0	61,471	1,142,218
Chichester	631,507	474,793	53,065	23,687	226,731	1,409,783	0.0	-82,161	1,327,622
Cov entry	231,688	174,193	19,468	8,690	83,183	517,222	0.0	48,667	565,889
Derby	211,622	159,106	17,782	7,938	75,979	472,427	0.0	34,611	507,038
Durham	224,089	168,479	18,830	8,405	80,455	500,258	0.0	31,957	532,215
Ely	277,032	208,285	23,279	10,391	99,463	618,450	0.0	64,421	682,871
Ex eter	346,356	260,405	29,104	12,991	124,353	773,209	0.0	4,921	778,130
Gloucester	305,392	229,606	25,662	11,455	109,645	681,760	0.0	36,290	718,050
Guildford	510,803	384,043	42,922	19,159	183,394	1,140,321	0.0	-58,315	1,082,006
Hereford	170,759	128,383	14,349	6,405	61,308	381,204	0.0	28,471	409,675
Leicester	194,580	146,293	16,350	7,298	69,860	434,381	0.0	-188,857	245,524
Lichfield	431,957	324,764	36,297	16,202	155,086	964,306	0.0	91,822	1,056,128
Lincoln	306,502	230,441	25,755	11,496	110,044	684,238	0.0	122,669	806,907
Liverpool	280,044	210,549	23,532	10,504	100,545	625,174	0.0	-112,258	512,916
London	1,382,419	1,039,360	116,163	51,852	496,332	3,086,126	0.0	-558,988	2,527,138
Manchester	336,182	252,755	28,249	12,610	120,700	750,496	0.0	76	750,572
New castle	171,937	129,269	14,448	6,449	61,731	383,834	0.0	76,213	460,047
Norwich	250,071	188,014	21,013	9,380	89,784	558,262	0.0	4,825	563,087
Oxford	923,437	694,278	77,595	34,637	331,543	2,061,490	0.0	151,231	2,212,721
Peterborough	283,084	212,834	23,787	10,618	101,636	631,959	0.0	23,312	655,271
Portsmouth	184,469	138,691	15,501	6,919	66,230	411,810	0.0	77,063	488,873
Rochester	407,492	306,370	34,241	15,284	146,303	909,690	0.0	92,425	1,002,115
St Albans	540,736	406,548	45,438	20,282	194,141	1,207,145	0.0	31,443	1,238,588
St Eds & Ips	251,280	188,922	21,115	9,425	90,217	560,959	0.0	45,049	606,008
Salisbury	453,095	340,656	38,073	16,995	162,675	1,011,494	0.0	64,906	1,076,400
Sheffield	187,699	141,120	15,772	7,040	67,390	419,021	0.0	-30,125	388,896
Sodor & Man	33,251	24,999	2,794	1,247	11,938	74,229	0.0	8,391	82,620
Southwark	744,514	559,757	62,561	27,925	267,304	1,662,061	0.0	67,697	1,729,758
Southwell & Nottingham	212,251	159,579	17,835	7,961	76,205	473,831	0.0	-8,459	465,372
Truro	157,531	118,438	13,237	5,909	56,559	351,674	0.0	-31,904	319,770
Winchester	425,453	319,873	35,750	15,958	152,751	949,785	0.0	-33,485	916,300
Worcester	215,433	161,972	18,103	8,080	77,347	480,935	0.0	-43,313	437,622
York	350,569	263,572	29,458	13,149	125,865	782,613	0.0	117,615	900,228
Europe	31,015	23,319	2,606	1,163	11,122	69,225	0.0	-153,485	-84,260
Leeds	499,651	375,658	41,985	18,741	179,390	1,115,425	0.0	146,146	1,261,571
Armed Forces	17,537	13,185	1,474	658	-	32,854	0.0	-	32,854
Armed Forces Pooling Life assurance								-43,987	-43,987
								-32,310	-32,310
Totals	14,775,613	11,108,918	1,241,579	554,206	5,298,598	32,978,914	-	-	32,978,914

Reserves

45. The Council holds reserve funds for each of the five areas of expenditure voted on separately by General Synod to enable it to meet its obligations and commitments which span more than one accounting period, to assist in cash flow management and to help reduce the risk of needing to ask dioceses for a substantial increase in Apportionment funding in any one year.
46. The Council's reserves policy is to hold between one and three months' expenditure as reserves for each of these five areas of expenditure, including its unrestricted funds (excluding designated funds).

Reserves statement

	Actual 1 Jan 2019 £'000s	Forecast Movement Jan-Dec 2019 £'000s	Thus end Dec 2019 £'000s	2019 Policy levels		Budget Movement Jan-Dec 2020 £'000s	Thus end Dec 2020 £'000s
				Min £000s	Max £000s		
Training for ministry - Vote 1	2,572		2,572	1,445	4,334	-	2,572
Operating Budget (Unrestricted) - Vote 2	2,617	(420)	2,197	1,578	4,735	-	2,197
Grants - Vote 3	273		273	103	308	-	273
Mission agency pension contributions - Vote 4	271	78	349	69	206	(144)	206
Clergy retirement housing - Vote 5	808		808	421	1,262	-	808
Total	6,541	(341)	6,199	3,615	10,845	(144)	6,056
				Min 1mths / Max 3 mths total expenditure			

47. It is forecast that during 2019 the Council will need to draw £0.4 million from its Unrestricted reserve.
48. The 2020 budget includes a drawdown of £0.14 million from its Mission Agency Pension Contributions (Vote 4) reserve so as to bring total funds for all reserves in line with policy guidelines.
49. It should be noted that the various grants awarded by the Council as a result of Church Commissioners funding are excluded from the above Reserves calculation. A Statement of Funding Principles has been agreed between the Council and the Commissioners which provides comfort that Grant commitments can be met without the Council needing to provide additional specific reserves.

Appendices

2020 Budget

(Votes 1-3)

Training for Ministry – Vote 1

This budget covers the majority of the costs of training clergy for deployment in the Church of England. It excludes the costs of family maintenance grants which are made by dioceses and in 2018/19 amounted to £6.7 million.

2020 Expenditure (£'000s)	17,589
<u>Funded by:</u>	
Additional Ordinands Funding	2,593
AC Restricted / Designated Funds	200
Bank / Deposit funds interest	20
Diocesan Apportionment (£'000s)	14,776

Costs

50. The following assumptions have been used to arrive at the 2019 forecast / 2020 budget:

	2019/20	2020/21
	£	£
RME Block Grants (per ordinand)		
Bands 1 & 2	15,942	16,309
Bands 3 & 4	6,930	7,089
Pre-Sept 2017 starters (per ordinand)		
Residential	8,961	n/a
Regional Course	6,228	n/a
FT Non-Residential	7,474	n/a
Other		
Ordinand Allowances inflation	+2.5%	n/a

Numbers in training

Academic Year	Starters	Year-on-Year Increase (%)	Cumulative Increase (%)	Total in Training	Year-on-Year Increase (%)	Cumulative Increase (%)
2016/17 (actual)	476			1181		
2017/18 (actual)	544	14.3%	14.3%	1242	5.2%	5.2%
2018/19 (actual)	587	7.9%	23.3%	1344	8.2%	13.8%
2019/20 (forecast)	545	-7.2%	14.5%	1367	1.7%	15.7%
2020/21 (forecast)	588	7.9%	23.5%	1384	1.2%	17.2%
2021/22 (forecast)	635	8.0%	33.4%	1460	5.5%	23.6%

51. The 2019 budget contained provision for 640 ordinands to commence training in autumn 2019 – representing a 10% increase on the 582 starters in autumn 2018 that was forecast in Spring 2018. The table above shows the current ordinands in training forecast (based upon Bishops Advisory Panels held up to early June 2019) – i.e. 545 ordinands will start their training this autumn. This reduction in numbers is the principal driver behind the £1.0 million forecast underspend against 2019 budget. Looking ahead to autumn 2020, the budget contains provision for 588 ordinands commencing training – a return to autumn 2018 levels.

52. The above numbers / costs assumptions result in a gross expenditure budget of £17.6 million, £0.3 million (1.5%) more than its 2019 equivalent. This provides financial capacity for a total of 1367 ordinands in training in the 2019/20 academic year and 1384 in 2020/21.

V1 Training for Ministry Budget	2018	2019		2020
	Actual £'000s	Budget £'000s	Forecast £'000s	Budget £'000s
<i>a) RME Block Grants (Post-Sept 2017 starters)</i>				
Band 1 (<32 yrs)	3,131	6,235	5,570	7,115
Band 2 (32-39 yrs)	1,858	3,050	2,994	3,474
Band 3 (40-54 yrs)	1,899	3,459	3,403	4,419
Band 4 (55+ yrs)	802	1,288	1,302	1,358
	7,690	14,032	13,269	16,366
<i>b) Pre-Sept 2017 starters</i>				
Tuition Costs	3,886	1,189	1,162	
Ordinand Allowances + Maintenance	1,793	537	522	
	5,679	1,726	1,684	
<i>c) University Fees</i>	897	1,087	949	967
<i>d) Disability / Dyslexia / Other Grants</i>	43	127	89	127
<i>e) Other</i>				
Non RME Funded 2018 starters			85	48
Context-Based Training: Support Grants	176	62	62	
TAP / Family Maintenance Grants	198	151	153	54
Other / RME Contingency	79	170	37	27
LEA & Self-Funded Support	(38)	(17)		
	415	366	337	129
TOTAL Expenditure £'000s	14,725	17,337	16,328	17,589
Variance %			-5.8%	1.5%
Bank interest / Other Income	(90)	(20)	(20)	(20)
Grant Income		(500)	(500)	
TOTAL Income (excl Strategic Ministry Funding) £'000s	(90)	(520)	(520)	(20)
TOTAL Net Expenditure (excl Strategic Ministry Funding) £'000s	14,635	16,817	15,808	17,569

Pooling

53. Pooled expenditure in the 2018/19 academic year is £6.7 million (including the adjustment in respect of the previous academic year). The pooling adjustment will continue to be made alongside the Apportionment for administrative convenience.

Pooling Totals: 1.9.2018 to 31.8.2019

	a	b	c	d	e	f	g	h	i
	2018/19 Estimated spend	2018/19 Single cap adjustment	2018/19 Context based cap adjustment	2018/19 Total Estimated poolable spend	Prior Year (17/18) Adjustment*	2018/19 TOTAL	2017/18 Total	2020 Apportioned pooling amount	2020 Apport. (refund) or additional payment
DIOCESE									
				(a+b+c)		(d+e)			(h-f)
Bath and Wells	140,960	-4,171	-8,000	128,789	-12,436	116,352	204,573	176,446	60,093
Birmingham	64,539	-20,179	-2,000	42,359	0	42,359	60,995	84,924	42,564
Blackburn	160,208	-4,092	-4,000	152,116	7,539	159,655	88,487	134,896	(24,759)
Bristol	207,646	-12,869	-8,000	186,777	17,363	204,140	48,268	101,231	(102,909)
Canterbury	67,608	-10,441	0	57,167	24,992	82,159	77,751	106,782	24,623
Carlisle	0	0	0	0	0	0	35,114	95,969	95,969
Chelmsford	441,961	-48,217	-22,000	371,744	27,747	399,491	321,403	249,866	(149,625)
Chester	152,854	-2,311	-18,000	132,544	23,492	156,036	236,866	217,507	61,471
Chichester	368,199	-6,120	-18,000	344,079	20,304	364,383	207,781	282,222	(82,161)
Coventry	96,851	-19,416	-6,000	71,435	-14,611	56,824	74,892	105,490	48,667
Derby	64,361	-3,430	0	60,931	2,809	63,740	72,495	98,351	34,611
Durham	67,736	-8,229	0	59,507	10,322	69,829	52,834	101,786	31,957
Ely	80,288	-12,122	-2,000	66,166	-144	66,022	142,590	130,443	64,421
Exeter	110,475	-6,269	-10,000	94,206	57,748	151,954	9,145	156,875	4,921
Gloucester	107,316	0	-2,000	105,316	179	105,496	111,859	141,786	36,290
Guildford	315,795	-9,699	-12,000	294,095	-2,029	292,066	233,971	233,751	(58,315)
Hereford	52,222	-7,664	0	44,558	2,542	47,100	56,062	75,572	28,472
Leicester	294,362	-12,660	-22,000	259,702	22,575	282,277	213,168	93,420	(188,857)
Lichfield	118,099	-1,973	-2,000	114,126	-11,665	102,462	146,051	194,283	91,822
Lincoln	58,333	-6,966	-6,000	45,366	-36,040	9,326	97,284	131,996	122,669
Liverpool	266,840	-40,194	-19,572	207,074	30,583	237,657	281,618	125,399	(112,258)
London	1,290,930	-46,091	-47,966	1,196,873	46,932	1,243,805	843,308	684,817	(558,988)
Manchester	189,380	-26,207	-18,000	145,173	6,000	151,173	108,455	151,250	76
New castle	8,093	-4,893	0	3,200	-1,669	1,531	43,334	77,744	76,213
Norwich	110,986	-7,402	0	103,584	3,000	106,584	100,584	111,409	4,825
Oxford	288,096	-42,204	-6,803	239,089	28,980	268,069	242,958	419,300	151,231
Peterborough	121,618	-16,749	-4,000	100,869	1,425	102,294	69,703	125,606	23,312
Portsmouth	20,062	-12,502	0	7,560	0	7,560	6,300	84,623	77,063
Rochester	96,013	-4,270	0	91,743	-867	90,876	73,628	183,301	92,425
St Albans	225,405	-32,954	-12,428	180,023	29,356	209,379	133,906	240,822	31,443
St Eds & Ips	75,702	-8,989	0	66,713	-623	66,090	88,832	111,139	45,049
Salisbury	173,911	-31,586	-6,000	136,325	0	136,325	88,766	201,231	64,906
Sheffield	123,039	-4,319	-2,000	116,720	-1,564	115,157	173,671	85,031	(30,125)
Sodor and Man	14,259	0	0	14,259	-6,285	7,974	8,492	16,365	8,391
South ark	402,250	-84,694	-2,909	314,647	-35,716	278,931	370,794	346,627	67,697
South ell & Nottingham	117,863	-28,255	-10,000	79,608	23,442	103,050	61,961	94,591	(8,459)
Truro	93,398	-7,859	-6,000	79,539	23,766	103,306	55,467	71,402	(31,904)
Winchester	269,469	-56,935	-14,000	198,534	26,774	225,308	170,034	191,823	(33,485)
Worcester	145,758	-8,526	-5,403	131,829	7,953	139,782	52,288	96,468	(43,313)
York	67,545	-27,960	-5,710	33,875	7,226	41,101	51,760	158,716	117,615
Europe	184,296	-8,028	-6,000	170,268	-16,783	153,485	139,306	0	(153,485)
Leeds	99,398	-21,185	-4,000	74,213	2,998	77,211	79,578	223,357	146,146
Armed Forces	43,987	0	0	43,987	0	43,987	74,096	0	(43,987)
Life assurance	32,310	0	0	32,310	0	32,310	31,277	0	(32,310)
TOTAL	7,430,422	-718,632	-312,791	6,398,999	315,617	6,714,616	5,841,705	6,714,616	0
Total adjustment for non-poolable costs		-1,031,423							

* Prior Year adjustment shows the difference between estimated and actual expenditure for 2017/18 as well as corrections to the capping calculated for some context based students in 17/18.

National Church Responsibilities (Operating Budget) – Vote 2

This budget covers the cost of work in support of the Church's ministry and mission to the nation that can only be done or is most effectively and / or efficiently carried out at a national level.

2020 Expenditure (£'000s)	22,088
<u>Funded by:</u>	
Church Commissioners (excl Accommodation)	2,339
Corporation of Church House Grant	1,752
SubTenants' Accommodation charge	1,675
Church & Community Fund (for Past Case Review 2)	900
Other AC Restricted / Designated Funds	1,033
Diocesan Sustainability Funding	1,000
3rd Party Grant Funding	673
Strategic Development Funding	597
Church House Publishing Trading Income	459
Other Operating Income	554
Diocesan Apportionment (£'000s)	11,109

54. The work carried out by the Council will continue to be shaped within the context of its 9 objectives:

1) Evangelism

To bring more of the people of England to the faith of Christ through the Church of England.

2) Discipleship

To strengthen the Christian faith and life of all who worship God in the Church of England.

3) Ministry

To ensure there are sufficient ordained and lay ministers of the required gifts and qualities who are effectively deployed to enable the Church of England to fulfil its mission, and to support those ministers in their calling, development, ministry and retirement.

4) Common Good

To contribute to transforming our society and communities more closely to reflect the Kingdom of God through loving acts of neighbourliness and service to all.

5) Education

To promote high quality Christian education in Church of England schools and voluntary education settings, and through our Church contribution to other schools, colleges, further and higher education institutions.

6) Resources for the Church

To help dioceses and cathedrals to be most effective in their mission, by providing cost-effective national and specialist services and advice.

7) Safeguarding

To ensure all children and vulnerable adults are safe in the Church.

8) Governance

To operate the national governance arrangements of the Church of England as cost-effectively as possible in pursuit of the Church's mission.

9) A Church for all people

To be a Church that can provide a home for all people in England.

55. **Central Secretariat**

2020 Budget: 17.6 FTE staff. Expenditure: £2.065 million

Secretary General: William Nye

Director: Jacqui Phillips

Statement of Purpose: To strengthen the institutional effectiveness of the Church through promoting good governance, risk management, robust financial systems and a framework of law that is fit for purpose

Main Priorities include:

- Efficient and effective servicing of the preparation, content and meetings of the Church's major governance bodies and sub-committees – including the Archbishops' Council, General Synod, House of Bishops and related Boards & Committees.
- Delivering improvements to governance processes and communications to major stakeholders.
- Servicing the major ecumenical relationships between the Church of England and other Christian denominations.
- Servicing the working groups preparing the Teaching Document on Human Sexuality.
- Leading the work on Simplification of Church legislation under the Renewal & Reform programme.

56. **National Safeguarding Team**

2020 Budget: 19.5 FTE staff. Expenditure: £3.189 million

Chair (of National Safeguarding Steering Group): Rt Revd Peter Hancock, Bishop of Bath & Wells
Director: Sir Roger Singleton (Interim), Melissa Caslake (from Summer 2019)

Statement of Purpose: To provide a Safe Church for all people especially children and vulnerable adults and to respond appropriately to survivors of church related abuse.

Main Priorities include:

- To respond in an appropriate and timely way to victims and survivors of non-recent and current church-related abuse.
- To develop and maintain appropriate policies and Quality Assurance systems.
- To maintain and deliver the training framework.
- To conduct reviews and audits and distil and promulgate the lessons learned.
- To respond to the requirements of the Independent Inquiry into Child Sexual Abuse (IICSA) and conduct the Past Case Review – Phase 2.

57. **Ministry Division**

2020 Budget: 26.2 FTE staff. Expenditure: £2.180 million

Chair (of Ministry Council): Rt Revd Martin Seeley, Bishop of St Edmundsbury & Ipswich
Director: Revd Canon Dr Mandy Ford (Interim)

Statement of Purpose: The Ministry Division exists to assess, analyse, and communicate the scale and need of the diverse range of ministries needed to serve the people of England; enabling and ensuring smooth processes to engage the best candidates for that range of ministries; Overseeing and ensuring training, formation and development appropriate for the ministries undertaken and strengthening a culture and practice of appropriate lifelong learning throughout the church.

Main Priorities include:

- To continue to promote and encourage vocations to ordained ministry.
- To introduce new forms of discernment and BAP processes to enable an increase in the number, quality and diversity of candidates for ordained ministry.
- To review the provision and funding of theological education.
- To promote and encourage all forms of lay ministry.

58. Mission & Public Affairs - MPA

2020 Budget: 18.8 FTE staff. Expenditure: £1.631 million

Chair (of MPA Council): Mark Sheard
Director: Revd Canon Dr Malcolm Brown

Statement of Purpose: MPA exists to witness to the Christian faith in public life and national debates; to support dioceses and parishes in social action and mission and to help make the church more inclusive.

Main Priorities include:

- Expanding our support and advocacy for disabled people in the church and society, and making all our work on inclusivity more “joined up”.
- Continue to support bishops (especially the Lords Spiritual) and the 2nd Estates Commissioner in their public-facing ministry with excellent research, information and analysis of social issues.
- Increase the church’s impact on environmental issues – nationally and locally.
- Enable a Christian world view to inform public ethical debate on issues ranging from medical ethics, family life, and social welfare to artificial intelligence, modern day slavery and criminal justice.
- Support dioceses and parishes in areas which experience economic deprivation, rural isolation or where Christians are a religious minority.

59. Cathedral & Church Buildings – CCB

2020 Budget: 13.8 FTE staff. Expenditure: £1.145 million

Chair (of Church Buildings Council): To be confirmed
Chair of Cathedrals Fabric Commission for England: Dame Fiona Reynolds
Director: Becky Clark

Statement of Purpose: CCB exists to support church buildings as tools for mission, outreach, social justice, celebration, commemoration, evangelism and worship

Main Priorities include:

- Supporting dioceses to develop a strategic approach to managing church buildings, aligned with mission and growth plans, including new initiatives to support major churches, festival churches, and resource churches.
- Improving our ability to manage our churches through digital means, including the Online Faculty System, Church Heritage Record, burial grounds survey and new Quinquennial Inspection online tool – all with the purpose of reducing administration and bureaucracy for parishes.
- Providing support to churches, dioceses and cathedrals on casework under the Faculty and Care of Cathedrals systems.
- Securing new grant funding for repair and maintenance of church buildings and cathedrals.
- Promoting the role of church buildings in supporting the Church of England’s Environmental Programme, including work on energy use and providing expert advice on new technologies.

60. Education

2020 Budget: 8.2 FTE staff. Expenditure: £0.598 million

(figs shown represent Archbishops' Council share of Church of England Education Office only)

Chair (of National Society): Rt Revd Stephen Conway, Bishop of Ely

Director: Revd Nigel Genders

Statement of Purpose: The Education Office exists to promote mission and ministry among children and young people through churches, schools, colleges, universities and families.

Main Priorities include:

- Promoting the church's vision for education (including further and higher education).
- Developing educational leaders who are called, connected and committed to promoting education that is deeply Christian, serving the common good.
- Shaping education policy to promote high quality education for all, particularly the poorest and most disadvantaged.
- Providing national capacity and resources for dioceses in championing Growing Faith amongst children and young people through churches, schools and homes.

61. Evangelism & Discipleship – E&D

2020 Budget: 10.1 FTE staff. Expenditure: £0.855 million

Co-Chairs (of E&D Steering Group): Rt Revd Martin Seeley & Mark Sheard

Director: Revd Canon Dave Male

Statement of Purpose: The Evangelism & Discipleship team was created in order to bring coherence and integration to the essential elements of the evangelism and discipleship work across the Church, enabling a strategic and cohesive national approach.

Main Priorities include:

- Motivating and equipping our million regular worshippers to be witnesses
- Releasing the million to live out the Good News of Jesus Christ confidently in all life
- Prioritises children and young people in and for evangelism and discipleship
- Increasing the number and effectiveness of fresh expressions of church
- Train & equip leaders, lay and ordained, to be envisioned & competent to lead in evangelism and release disciples

62. Renewal & Reform – R&R

2020 Budget: 5.7 FTE staff. Expenditure: £0.695 million

Co-Chairs (of R&R Futures Group): Archbishop of Canterbury & Archbishop of York

Director: Debbie Clinton

Statement of Purpose: Renewal & Reform is a body of work aiming to help the church become once again a growing church for all people and places.

Main Priorities include:

- Sustained engagement with and momentum of the Renewal and Reform programme.
- An effectively managed Renewal and Reform programme with workstreams all contributing to becoming a growing church for all people and places. This includes accountability, evaluation and impact assessment for all Renewal and Reform changes.
- Effective and ongoing sharing of the learning and vision of Renewal and Reform through research, evaluation of impact and benefits and excellent communications.
- Effective shaping of further work within Renewal and Reform which reflects our commitment to ongoing innovation and transformational change including deeper embedding of the priority of young people within our change agenda in response to Growing Faith.
- Effective completion of the SGPF programme with change embedded in the organisation.

63. **Church House Publishing & Crockford**

2020 Budget: 5.7 FTE staff. Expenditure: £0.695 million

Lead Council member: Canon John Spence

Head: Thomas Allain-Chapman

Statement of Purpose: Church House Publishing (CHP) is the official publishing imprint of The Archbishops' Council, supporting the Council's objectives through publications in both traditional and digital media, aiming to equip the Church of England for worship, ministry and mission. Crockford – published in print and online by CHP – is the definitive database of Anglican clergy in the UK & Ireland and a key resource for the church at all levels.

Main Priorities include:

- Acting as key strategic partner to the Digital team in developing and deploying Digital Evangelism and Discipleship resources, including *EverydayFaith* (January), Lent, Easter and Christmas campaigns across print, app, audio and voice assistant channels.
- Supporting the Liturgical Commission in resourcing churches with new print and digital resources which will present Baptism and Confirmation materials in a simplified and cohesive form across print and digital, with clear links to discipleship (*Pilgrim*) and Life Events resources.
- Producing print and collaborating on digital resources in support of the *Living in Love and Faith* project.
- Publishing the new, simplified Church Representation Rules 2019 and providing a range of resources to support local church governance.
- The Crockford team's focus will be on widening access to the online version for clergy themselves (providing free access to their own entry and data preferences), to the wider public (via enhanced free search results) and supporting the launch of the National Clergy Register.

64. **Digital**

2020 Budget: 16.0 FTE staff. Expenditure: £1.585 million

Lead Council member: Canon John Spence

Head: Adrian Harris

Statement of Purpose: Building on the successes of the first triennium of work, the 2020-22 plans will provide new resources to equip, enable and embed digital with local churches, run a wider variety of tailored campaigns for different audiences and ensure research and insights sit at the heart of all of that is done.

Main Priorities include:

- Develop a year-round cycle of compelling content for our various audiences by significantly expanding in-house video and design resource.
- Research and develop creative digital solutions to help students on their faith journey through their family, churches, and schools.
- Improve access to, and engagement with, inspiring religious content at key moments in the Christian (Christmas, Lent, Easter and Pentecost) and secular year across the age ranges and for families.
- Enhance the role that A Church Near You and other national websites can play in connecting people to a local church for life events and major moments in the Christian year. Crucially, the role that digital can play in sustaining this faith journey and linking people with worshipping communities.
- Continue to build confidence with local churches by growing the social media, plain English and website training programme.

Digital is managed within Church of England Central Services (ChECS) but included as a separate section here as the function is provided exclusively to the Archbishops' Council.

65. **Shared Services (provided via ChECS - Church of England Central Services)**

AC share of 2020 Budget: £3.871 million (32% of total pan-NCI cost)

Chair (of ChECS Board): Canon John Spence

Staff in the Shared Services functions support the work of all the NCIs. Their work is overseen by the ChECS Board – the Directors of which are the Chair of the Council’s Finance Committee, the First Church Estates Commissioner and the Chair of the Church of England Pensions Board.

Finance & Resources comprises: i) Finance Operations (including Payroll & Finance Systems Support), ii) Strategy & Development (running, monitoring and evaluating grant schemes and providing consultancy to dioceses), iii) Financial Policy & Planning (providing financial analysis and advice), iv) Research & Statistics (providing a range of information to support strategy & planning), and v) Stewardship & Resources (including the Parish Buying procurement programme).

Technology provides services in line with the NCIs strategy to support current and emerging business needs, including: i) Service Desk (responding to c.12,000 enquiries p.a.), ii) Infrastructure (managing the NCIs physical and virtual technology infrastructure) and iii) People & Pay (providing dedicated specialist support to teams that make use of the HR information systems).

HR provides a range of services to the NCIs, Bishops’ offices and diocesan colleagues, including: i) HR Operations (strategic and operational HR advisory service), ii) Recruitment (including Pathways jobs board), iii) Clergy HR (including Terms of Service), iv) Learning & Development (including a range of resources), v) Reward (including advice on pay, compensation, benchmarking and data analysis) and vi) Projects & Systems (improving people data, systems and processes).

Legal supports the legislative and other functions of the General Synod, House of Bishops, NCI trustee bodies and committees and commissions. It also undertakes advisory work for the above, some property related work and discharges the central Church functions in relation to clergy discipline.

Office Services provides: i) Facilities Management, ii) Hospitality, iii) Logistics and iv) Print Services to the NCIs.

Records supports the efficient management of the NCIs’ paper and electronic records and produces record keeping guides for the wider church.

Risk Management & Internal Audit works with management, staff, trustees and the NCI audit committees to deliver risk management and assurance services. The services are delivered by a blend of NCI staff and a co-sourcing arrangement with an external accountancy firm.

Communications is responsible for promoting the wider interests and managing the reputation and coordinating information flow of the National Church and the NCIs. It creates and executes proactive media strategies for the NCI departments across traditional and digital media while supporting areas such as finance, education, safeguarding, public affairs and church buildings.

66. **Accommodation** (2020 Budget Expenditure: £2.990 million)

Under a lease from The Corporation of the Church House (The Corporation), the Archbishops’ Council as Head Tenant pays rent, service charge and other building related costs. The Council recharges these costs to subtenants within Church House (principally the Church Commissioners and Church of England Pensions Board).

The Corporation have generously agreed to provide the Council with a grant of £1.75 million in 2020 (more than offsetting the Council’s net share of accommodation cost) to be directed towards the work of the National Safeguarding Team.

Grants - Vote 3

This budget is for national Church of England contributions to the Anglican Communion and Ecumenical activities, the Legal Costs Fund and other grants including to the Church Urban Fund and Fresh Expressions.

2020 Expenditure (£'000s) **1,242**

Funded by:

Diocesan Apportionment (£'000s) **1,242**

67. The planned level of grants is shown in the table below. The main budgetary assumptions are:

- The Inter Anglican and Conference of European Churches budgets will increase by 2.5%.
- The World Council of Churches budget includes the additional £10,000 p.a. sum established in the 2018 budget to build up a provision for a contribution towards the costs of the 2021 Assembly (an event which takes place every seven years).
- The Fresh Expressions grant will now be provided via the non-diocesan element of the Strategic Development Fund (SDF) rather than the Council's Vote 3 budget.
- All other grants remain in line with 2019 Budget levels.

	2019		2020
	Budget £	Forecast £	Budget £
Anglican Communion Activities			
Inter Anglican Budget	588,140	588,140	602,844
Ecumenical Activities			
Churches Together in England	150,000	150,000	150,000
World Council of Churches (incl Assembly)	118,000	118,000	118,000
Conference of European Churches	90,474	90,474	92,736
Churches Together in Britain & Ireland	15,000	15,000	15,000
Expenses of representatives	20,000	20,000	20,000
	393,474	393,474	395,736
Miscellaneous			
Church Urban Fund	203,000	203,000	203,000
Legal Costs (incl Legal Aid) Fund	20,000	20,000	20,000
Fresh Expressions	28,202	28,202	-
Minor Grants	20,000	20,000	20,000
	271,202	271,202	243,000
Grand Total	1,252,816	1,252,816	1,241,579