

# 2020 Diocesan Budget Guide



## ***Introduction to the Guide from the Chairman of the Diocesan Board of Finance***

***For the first time this Guide presents the total Income and Expenditure of the Diocese.***

Dear Treasurer,

I am pleased to introduce a new-look budget guide, which, in response to your feedback, contains much more detailed explanation of our finances and future intentions. We hope that this contributes towards what I believe is a shared aspiration for open and transparent communication on diocesan financial matters.

Besides this guide we will be issuing all PCC treasurers with a slide pack covering the essential points which we hope will be helpful in onward communication of the key messages within your parishes.

We will also be offering visits to Deanery synods over the coming months as part of the roll-out of our Financial Awareness programme and/or to provide a general overview of diocesan finances as appropriate.

### ***2020 is a transition year.***

What will be clear from the figures that follow is that whilst we have been pretty good over recent years at operating within, or close to, our agreed budget, this “Budget for Share” doesn’t tell the whole story. In fact, significant areas of expenditure are not contained within the Budget for Share at all.

These include the cost of capital repairs to our housing stock and the costs of renting houses where necessary. The fact that neither of these areas of expenditure is matched by income, combined with the fact that we never succeed in achieving 100% receipt of the Share that we ask for, means we are having to use our reserves to subsidise our income.

One could argue that this is what reserves are for, but everyone will understand that we can’t go on indefinitely spending in excess of our income, and in order to address the position we have embarked on a series of comprehensive and wide-ranging reviews with the aim of eliminating the deficit from 2021 onwards.

The starting point for these reviews has been an independent examination of our core vision of Renewing Hope: Pray, Serve, Grow undertaken by retired Bishop John Gladwin. From there we will move on to look at all areas of Mission and Ministry, together with their support, administration and how they are financed.

No area is out of scope and a group is currently engaged in looking at the Fairer Share system to see what improvements can be made, in particular taking account of the ongoing feedback we receive from parishes.

Finally this is all happening at a time when there are a number of new faces in senior positions within the diocesan structure – David Pain joined us as new Diocesan Secretary in January, following +Andrew as Bishop of Ramsbury and Penny Sayer as Archdeacon of Sherborne.

So change is very much in the air. These reviews will be concluded towards the end of this year with changes implemented from 2020 onwards. From a financial perspective, we anticipate this will enable us to work towards a three-year planning horizon covering the period 2021 – 2023. This plan will inform the budget setting process for next year.

***The 2020 budget therefore is a holding budget where we have tried to do 3 things:-***

1. Broadly to maintain the status quo in respect of current activities, including clergy numbers where possible and allowing for some parochial reorganisation where appropriate, and staffing levels.
2. To minimise Share increases by scaling back on expenditure where we can.
3. To include the 2019 count numbers in the budgeting process by bringing forward the count and reflecting the outcome in the budget set.

The budget set for this year is a 1.48% increase on 2019 and this Guide explains how this is made up and for the first time both what is and what is not covered by Share. We are looking at how this affects parishes individually where share is affected by members, category and number of clergy.

***There is much to be proud of in what we do.***

It is no small miracle that we continue to maintain a Christian presence in every community across the Diocese of Salisbury and that we maintain regular worship in 526 churches across the diocese.

- ❖ Clergy numbers remain at a similar level for the 6<sup>th</sup> successive year allowing for some parochial reorganisation where it is sensible. The budget anticipates 200 stipendiary posts - 181 clergy once vacancies have been accounted for.
- ❖ 1,158 Lay Ministers, Worship Leaders and Pastoral Assistants work to assist ministry.
- ❖ The Rural Hope project, funded by the Church Commissioners to 2022, is beginning to take shape and establish the diocese as a beacon of rural mission and ministry.
- ❖ Salisbury has become the 1st “Eco Diocese”.
- ❖ 385 parishes were assisted by the Diocesan Advisory Committee (DAC) to obtain approval for projects.
- ❖ We have identified 141 examples of Fresh Expressions of Church operating in the diocese.
- ❖ There are 194 Church Schools in the Diocese of Salisbury serving 43,000 children
- ❖ And the range of outreach, social and charitable projects in which our many churches are involved is astonishing, extraordinary and humbling.

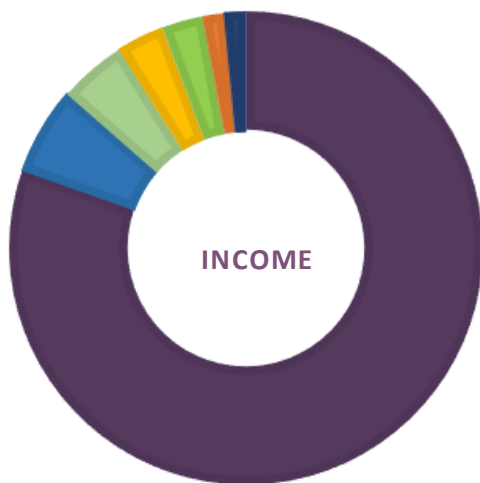
***But there are also many things we can do better.***








Our aim is for continuous improvement, whether that is in how we manage our diocesan finances, how we communicate with our stakeholders, or in our governance structures and approach. We are embarking on a wide-ranging review process as we look forward to what our Christian Communities may look like in 2030. We value your feedback and hope this guide reflects a clearer, more comprehensive and transparent approach to the way we communicate on financial matters. This guide necessarily focuses on finances, but Christian discipleship is obviously the core of what we do and we are hugely indebted to the dedication, commitment and hard work of so many throughout the diocese.

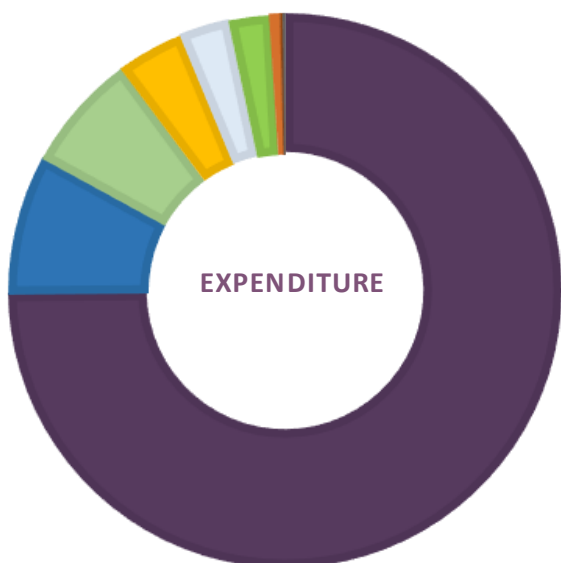
With grateful thanks and good wishes from the DBF Chair- *Nigel Salisbury*









## Part 1: Income & Expenditure

*Projected income and expenditure for 2020 before movement on pensions or changes to capital value of investments*



<b>INCOME</b>		<b>£,000</b>	<b>%</b>
	Share at 96.7% of Request	10,339	81%
	Investment Income	774	6%
	Parochial fees	598	5%
	Grants & donations	417	3%
	Rental Income from properties	363	3%
	Profit from property trading company	190	1%
	Profit on sale of clergy houses	180	1%
<b>TOTAL INCOME</b>		<b>12,861</b>	<b>100%</b>



<b>EXPENDITURE</b>		<b>£,000</b>	<b>%</b>
	Parish Ministry	10,301	74%
	Responsibilities to the National Church	1,118	9%
	Parish Resources	952	7%
	Diocesan administration	537	4%
	Capital repairs & ingoing works	400	3%
	Grant to Board of Education	330	2%
	Share discount and provision	79	1%
	Milton Abbey and Sudan	45	0%
<b>TOTAL EXPENDITURE</b>		<b>13,762</b>	<b>100%</b>

**OPERATING DEFICIT (901)**

The budget represents the best estimates at the time of setting: in future years we are looking at setting the budget later in the year to allow more time for changes to be assimilated.

## Income and Expenditure 2018-2020

### Income and Expenditure Account 2018-2020 before movements on clergy pension and investments

	<u>2018</u> <u>Actual</u> £,000	<u>2019</u> <u>Budget</u> £,000	<u>2020</u> <u>Budget</u> £,000	2020%
<b>Income</b>				
Share Request at expected collection rate before discount	9,995	10,189	10,339	81%
Investment income	888	890	774	6%
Parochial fees	587	598	598	5%
Grants & donations	411	413	417	3%
Rental income from properties	489	327	363	3%
Profit from property trading company	171	179	190	1%
Profit on sale of clergy houses	126	19	180	1%
<b>Total income</b>	<b>12,667</b>	<b>12,614</b>	<b>12,861</b>	100%
<b>Expenditure</b>				
Parish ministry	10,220	10,375	10,301	74%
Responsibilities to the National Church	1,051	1,098	1,118	9%
Parish resources	853	836	952	7%
Diocesan administration	552	508	537	4%
Capital repairs & ingoing works	534	550	400	3%
Grant to Board of Education	296	323	330	2%
Share discount and provision	78	84	79	1%
Milton Abbey	89	25	25	0%
Sudan	34	20	20	0%
	<b>13,707</b>	<b>13,819</b>	<b>13,762</b>	100%
<b>Operating deficit</b>	<b>(1,040)</b>	<b>(1,205)</b>	<b>(901)</b>	

There is an overall operating deficit in 2020 of £901k.

To arrive at the total movement in funds for the year, monies paid in the year as part of the clergy pension cost towards the deficit on the clergy pension scheme, reduce the operating deficit as they go to reduce the liability on the Balance Sheet. Any gain or loss on the capital value of investments further reduces or increases the deficit – this is a book movement only and has no effect on cash and is only important if investments have to be sold.

### Total Income and Expenditure 2018-2020

	<u>2018</u> <u>Actual</u> £,000	<u>2019</u> <u>Budget</u> £,000	<u>2020</u> <u>Budget</u> £,000
<b>Operating deficit</b>	<b>(1,040)</b>	<b>(1,205)</b>	<b>(901)</b>
Pension deficit payments reducing creditor	<b>586</b>	<b>575</b>	<b>575</b>
Loss investments	<b>(1,208)</b>	-	-
<b>Decrease in overall funds</b>	<b>(1,662)</b>	<b>(630)</b>	<b>(326)</b>

### **Cash deficit for 3 years once movements in fixed assets accounted for:-**

Of even more importance is the movement in cash over these three years. This broadly follows the operating deficit except for a few small adjustments plus any purchases and sales of property required to accommodate clergy.

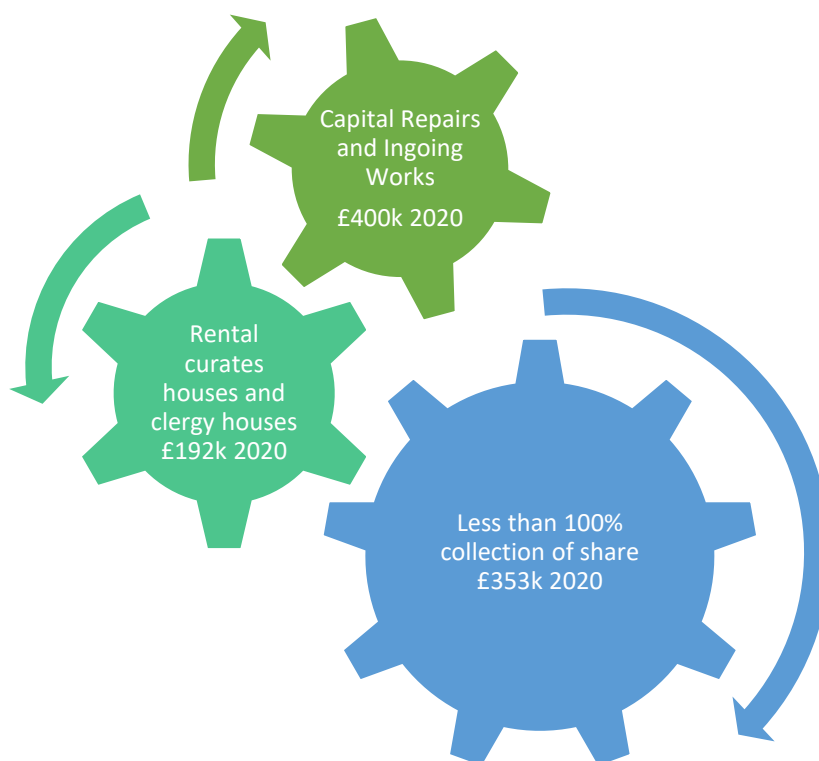
Cash movement	2018	2019	2020
	£,000	£,000	£,000
<b>Total movement in year</b>	<b>(916)</b>	<b>(1,630)</b>	<b>(546)</b>
<b>Average depletion p.a</b>		<b>(1,031)</b>	

The only way to rectify this is to sell investments or property making this unsustainable.

### **Why is there an operating and cash deficit?**

The deficit has arisen because there are a number of significant areas of expenditure that are not covered by any income, and also, because not all parishes are able to pay their Share in full. The deficit has been masked sometimes in the past by increases in the value of investments, and because the pension deficit payments get taken to the Balance Sheet.

The main items of expenditure not covered by income are as follows:-



**All of the above contribute to the deficit in 2020 of £901k. Actual operating deficit in 2018 and budgeted for 2019 > £1m.**

## Part 2: Share Request

*The Share request 2020 £10.692m – (2019 £10.536m)*

*Expected share receipts represent 81% of total income. 1.48% increase on 2019*

The 2020 share request has been held to a sub-inflation (CPI) increase on 2019 of 1.48%

This represents a 2.86% per capita increase. On a Category C parish this represents an increase of £12 per annum: £1 per month.

Membership has fallen again as per the included schedule – 2020 is a transitional budget before more fundamental changes are made in 2021-2023. **Every effort will be taken before the share allocation letters are sent out to limit the larger rises and falls for parishes caused by change of membership; category or clergy provision.**

Share contributions form 80% of the income of the Diocese. All available other income is applied to each category of the request to reduce the amount that is asked for from parishes. Investment income, grants and contributions from others, the profits from the property trading company and rental income are deducted from the total expense to get to the net share request.

*Parishes via the Share Request for 2020 are asked to pay for the following: -*

	£,000
❖ Parish Ministry (after other income applied)	7,731
❖ Responsibilities to the National Church	1,118
❖ Parish Resources	928
❖ Grant to Board of Education	330
❖ Diocesan administration	506
❖ Share discount and provision	79
<b>Total Share request</b>	<b>10,692</b>

Although the Diocese is very grateful for a good rate of share receipt; we are unlikely to receive 100% of this request. The 2020 budget assumes a 96.7% share contribution.

Of the £10.69m requested, anticipated receipts are £10.37m leaving £353k of unpaid share. The overall deficit then, is made up as follows:

	£,000
❖ Unpaid share	(353)
❖ Rental clergy houses recruitment and wellbeing	(276)
❖ Capital repairs & ongoing works	(400)
❖ Grant to parishes in respect of clergy pensions	(100)
❖ Sustaining Milton Abbey	(25)
❖ Net payment to the Sudans from reserves	(20)
❖ Investment income not applied to share	93
❖ Profit on sale of clergy houses	180
<b>Total Deficit</b>	<b>(901)</b>

## Part 3: Explanation of 2020 figures

### Total income £12.861m

Share receipts £10,339m

Investment income £774k

- This is the predicted income from investments held with fund managers. Currently the Diocese invests monies with CCLA; M&G and St James Place. Investments at 2018 totalled £19m. While the capital value of these investments has proved to be volatile in the last 2 years the income has proved remarkably stable. All income from these investments apart from £70k is applied to the total budget to reduce the share request. However, subsidising the operational and cash deficit in recent years, is forcing sale of approx. £1m p.a. These sales reduce available income p.a by, on average, £40k. Some sales are necessitated by the need to buy more housing.

Parochial fees £598k

- These are fees from weddings, funerals, and baptisms. The income is a significant part of the whole and is under threat from secular alternatives.

Grants & donations £417k

Third party stipend contributions £205k

Other donations £212k

Third party contributions are towards specific clergy posts. For example, the Gryphon School and Bournemouth University pay for their chaplain. Other donations of over £200k mainly comprises a generous donation from the All Churches Trust towards the work of the Diocese.

Rental income from properties £363k

- Rental income from clergy properties £178k: from Glebe property £153k: from Church House flats £32k.

Profit from property trading company £190k

- Profits generated by the property trading company SDBF BC Ltd are granted back to the DBF.

Profit on sale of clergy houses £180k

- There are generally a number of sales and purchases in any one year.



## Summary of expenditure £13.762m

### Parish ministry £10.301m

- Cost of clergy; housing and ministry training and support

### National Church £1.118m

- Payments to the National Church

### Parish Resources £952k

- Cost of services provided to parishes

### Diocesan administration £537k

- Administration cost

### Capital repairs & ingoing works £400k

- Improvements to clergy properties.

### Grant to Board of Education £330k

- Support of the work of the DBE

### Share discount and provision £79k

- Share provision £64k and provision for in- year adjustments £15k

### Sustaining Milton Abbey £25k

- Overall anticipated cost to the Diocese in the year

### Net payment to the Sudans from reserves £20k

- Net additional payment to the Sudans after all income and expenditure accounted for

Expenditure is described in more detail on the next pages.

**Parish Ministry costs £10.301m**



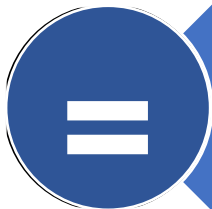
Direct clergy cost  
£7.380m



Clergy housing  
£1.971m



Ministry training & support  
£950k



Total Parish Ministry  
£10.301m

## **Parish Ministry Costs (breakdown 1)**

### **Direct Clergy Costs £7.380m**

Clergy are paid their stipends by the Church Commissioners- a stipend is effectively a clergy salary. The Diocese reimburses the Commissioners for the cost on a monthly basis.

	£'000
❖ Clergy stipends; NIC and Apprentice levy	5,365
❖ Clergy pensions	1,798
❖ Clergy expenses	217
<b>Total direct clergy costs</b>	<b>7,380</b>

Pension costs include a contribution towards paying off the clergy pension deficit. This contribution was £586k in 2018. The amount owed at 31 December 2018 is £3.7m: the deficit is expected to be repaid by 2023. The latest valuation at 31 December 2018 is now released. Cost of an incumbent is shown in Frequently Asked Questions at the end of the guide.

### **Stipendiary Clergy numbers**

❖ Archdeacons	4
❖ Incumbents and associate priests	164
❖ Curates	27
❖ Parish posts and sector ministers	5
❖ Less vacancies	(19)
<b>Total paid clergy posts</b>	<b>181</b>

### **Clergy Housing £1.971m**

Numbers of clergy houses at 31 December 2018

❖ Benefice houses for incumbents	132
❖ Team vicarages	39
❖ Assistant staff houses and other	64
<b>Total houses</b>	<b>235</b>

### **2020 cost of Clergy Housing (excludes Capital Repairs and Ingoing Works)**

	£'000
❖ Council tax, water rates and insurance	751
❖ Repairs (excluding capital and ingoing works)	630
❖ Diocesan property office	245
❖ Rental curates houses	192
❖ Clergy removal and resettlement grants	153
<b>Total Clergy Housing costs</b>	<b>1,971</b>

## Parish Ministry Costs (£950k)



## ***Parish Ministry Costs (breakdown 2)***

### ***Ministry Training and Support- Total £950k***

#### ***Vocations and selection £89k***

The work covers the discernment of candidates for authorised ministry and the cost of the Ministry Experience Scheme (MES). Currently this cost is offset by a grant from The Church Commissioners at £2,000 per MES candidate but there is some doubt whether this will continue. The income is shown under grants and donations.

#### ***Discipleship and Lay Training £106k***

The work covers deepening the discipleship of the whole people of God and the provision of initial ministerial education for licensed and commissioned lay ministries. In 2018 there were 1158 lay ministers serving in the Diocese.

#### ***Training of Clergy £340k***

This covers 3 areas:

##### ***❖ Initial Ministerial Education (IME) £151k***

- The training of Ordinands residentially at colleges or non-residentially at Sarum College and the provision of ongoing formation for Curates under the IME phase 2 programme.

##### ***❖ Continuing Ministerial Education (CMD) £127k***

- A comprehensive programme of ongoing learning and professional development for all lay and ordained ministers and other lay leaders in the life of the diocese. Many courses are open to members of local churches too.

##### ***❖ Support for Ministry £62k***

- Wellbeing and in-service resources for different categories of ministry. Also includes support for pioneering and fresh expressions of ministry and some staff costs.

#### ***Ordinands' maintenance grants and first appointment grant £216k***

- These are the grants to Ordinands at college for maintenance. There are currently 14 ordinands being paid maintenance. The amount of the grant depends on their circumstances; marital status and where they are being trained. First appointment grants paid to clergy starting their first post

#### ***Ministry Administration £78k***

- This is the cost of the day to day work of the Ministry Department including some staff costs, staff and portfolio holders' expenses, and IT and other office costs.

#### ***Clergy recruitment; wellbeing support £50k***

#### ***Provision towards Clergy Conference £33k***

- Contribution towards triennial Clergy Conference

#### ***Grants for mission £25k***

#### ***Costs of services at the Cathedral £4k and Insurance of redundant churches £9k***

## Payments to the National Church £1.118m

The National Church have held 2020 payments required to 2019 levels



## ***Payments to the National Church £1.118m***

Contributions towards the Archbishops' Council which supports the Church's mission at a national level.

### **❖ Training for Ministry (Vote 1) £453k**

- This budget funds the costs met at national level associated with ordination training. The key factors behind this expenditure are the number and "mix" (i.e. college / context based / course, those with dependants / single students) of ordinands and the level of university fees.

### **❖ National Church Responsibilities (Vote 2) £360k**

- Work in support of the Church's ministry and mission that is most effectively carried out at a national level.

### **❖ Grants and provisions (Vote 3) £38k**

- The Church of England's contributions to the Anglican Communion Office, ecumenical organisations, the Council's Legal Costs Fund and other grants.

### **❖ Mission agency pension contributions (Vote 4) £5k**

- Pension contributions for clergy serving with the Partnership for World Mission (PWM) mission agencies.

### **❖ Clergy retirement housing (Vote 5) £155k**

- The CHARM scheme helps retiring clergy with housing needs.

### **❖ Pooling adjustment £86k**

- Salisbury's share of the national maintenance cost of ordinands.

### **❖ Payment to Diocesan and General Synods £21k**

- The expenses of people going to synod.

*Providing Resources to the Parishes £952k*



DAC £119k and Church Building Inspection £73k



Area offices £82k



Safeguarding £209k



Mission initiatives £114k



Diocesan Registrar £110k



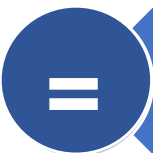
Communications £97k



Diocesan Resources £90k



Pastoral and Trusts £58k



Total Parish Resources £952k



## **Parish Resources £952k**

### **❖ Diocesan Advisory Committee (DAC) £119k**

### **❖ Quinquennial Inspections of Church Buildings £73k**

- The DAC is a statutory committee which provides advice at diocesan level, especially to parishes, the Diocesan Chancellor and the Archdeacons, in relation to church buildings and other places of worship, their contents and churchyards. The Department handles faculty and List B applications on behalf of parishes.
- The Diocese pays for the five yearly inspections of all Church Buildings.

### **❖ Area Offices £82k**

These are the costs of offices for the Ramsbury area and the Sherborne area. Total cost is £154k but the Church Commissioners pay £72k towards these costs and in this case the income has been netted off.

### **❖ Safeguarding £209k**

The team offers advice, support and guidance to anyone in the diocese about all aspects of safeguarding. This may include:

- Advice and support: telephone, email and face-to-face consultation about a range of issues.
- Policy and practice: signposting to national and local policies and practice guidance.
- Training: safeguarding training to clergy and other leaders, churches and individual church members, including face-to-face training and online resources.
- Casework: management of complex cases, joint-working with statutory agencies, consultation and advice.
- Support for survivors: direct support and advice, provision of Authorised Listeners.

The demands of safeguarding are rigorous and in 2019 Salisbury has had to participate in the past cases review due to lack of adequate past case records. The cost of this will fall outside the budget for share and has been partially funded by the Bishop's Discretionary Fund. A provision of £40k has been made for this in 2020.

### **❖ Mission Initiatives £114k**

- This covers areas such as the diocese's Social Justice Programme, the Chaplain to Travellers, ecumenical links and links with the Sudan.

### **❖ Diocesan Registrar and Chancellor £110k**

The Diocesan Registrar is the legal officer of the Diocese. The Diocesan Registry is responsible for:

- Giving general legal advice to clergy, parish officers, boards and councils about their functions
- Responding to enquires relating to marriage, baptism, confirmation and burial from clergy and laity
- Acting as Registrar of the Diocesan Synod
- Preparing various documents and the maintenance of Diocesan records
- Operating of the faculty jurisdiction

Such advice is given free of charge to parishes.

The Diocesan Chancellor and Vicar General is the judge of the Bishop's Court for the Diocese. She has responsibility for the jurisdiction of the Consistory Court. Most of her time is spent dealing with the faculty process which governs the making of changes to the 584 parish churches in the dioceses well as changes to churchyards and other consecrated buildings and land. She also has responsibility for marriage licences and advises the Bishop (and others in the Diocese) on legal matters.

❖ **Communications £97k – providing Communications throughout the Diocese**

❖ **Diocesan Resources 90k**

- This covers areas such as Mission and Stewardship, the Parish Giving Scheme and Music in Worship.

❖ **Pastoral and trusts £58k**

- The Pastoral Department fulfils a requirement for the diocese to comply with legislation laid out in the Mission and Pastoral Measure 2011 and the Patronage and Benefices Measure 1986, which are part of the laws of England. These legislative measures provide a legal basis for structural and organisational changes which allow the church to be more effective in its mission and ministry, whilst balancing the need for resources. There are 2 part time staff.
- The Trust department (1 part time staff) administers the trusts held for PCCs and deals with all associated requests to release monies for projects.

## **Remaining expenditure**

### **Diocesan Finance and Administration £537k**

This cost covers just under 8 full time equivalent staff and this department provides central administration and the finance resource for the diocese. Salaries are the biggest cost here but this also includes the cost of maintaining Church house. This cost is mitigated by rental income from Church House flats. The financial resource is currently 1 full time and 3 part time staff. Also included are depreciation and audit fees.

### **Capital Repairs and ingoing Works £400k**

These are repairs to clergy houses – but bigger projects than just routine maintenance. This has been cut in 2020 from a significantly higher figure in 2018 and 2019. There is a balance to be struck between economy, clergy morale and welfare and maintaining the value of our housing portfolio.

### **Grant to Board of Education £330k**

There are 194 Church Schools in the Diocese of Salisbury serving 43,000 children. These Church schools are a vital part of our diocesan goal of a thriving Christian presence serving God in every community. Our core services include the appointment and training of head teachers and governors; providing pastoral, spiritual and practical help at times of crisis within schools; support statutory inspections; deliver admissions model policies; and aid in buildings works.

### **Share Discount and Provision £79k**

£64k is allowed for share discount offered to parishes for early payment and £15k for in-year adjustment for cases of hardship.

### **Sustaining Milton Abbey £25k**

This is the estimated net budget for the year for ongoing routine insurance and maintenance. Any other larger repair projects have to be funded from grant income.

### Net payments to the Sudans from reserves £20k

Payments are made to the Sudan from the very generous donations received in the year. These typically total over £168k. This amount £20k is the amount of payments expected to be paid from the Sudan funds reserves each year i.e. in addition to the monies paid over from donations.

## Part 4 - Answers to frequently asked questions

### What is the cost of an incumbent?

Although people think accountancy is an exact science this is in fact far from the truth. A glance at other Diocese's calculation of this cost reveal answers from £55 to £75k. This is our best calculation of the cost but it depends on a subjective judgement of what to include and what to exclude.

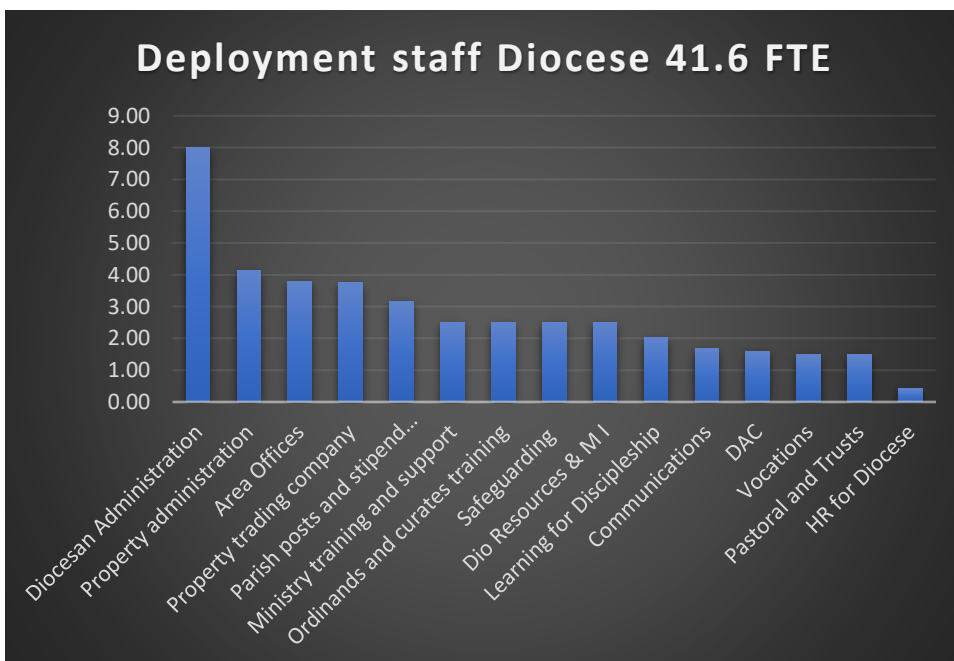
### Cost of a typical full-time parish priest

The typical cost of a full-time parish priest is outlined below.

	<b>£ '000</b>
Stipend	27,271
Pension	10,063
National Insurance & Apprenticeship Levy (0.5%)	2,359
Housing	7,422
Ministry & Training	3,161
Grants & Support	1,902
	<b>52,178</b>
Opportunity cost of providing a house	12,978
<b>TOTAL p.a.</b>	<b>65,156</b>



### What are the staffing levels at Church House?



## Part 5: Looking to the Future

# Diocesan Reviews 2019: towards 2030 and a Balanced budget from 2021



### From David Pain.... Diocesan Secretary

**Our reviews aim to ensure we have a thriving Christian presence in every community across the Diocese in 2030 while also eliminating the operating deficit from 2021 onwards.**

Thank you for your welcome to me as your new Diocesan Secretary. Working with the Finance Committee, Bishop's Council and colleagues across the diocese I have launched a series of reviews as we seek together to discern our future priorities in mission and ministry.

We have started with our core vision: Renewing Hope: Pray, Serve, Grow. The review of Renewing Hope undertaken by Bishop John Gladwin has affirmed this as our overall approach and made a number of recommendations for change. These have been shared for further discussion across the diocese. Feedback on the report will be considered by the Bishops Council at the end of July. We are challenged to consider the opportunities to respond to a rapidly changing context by deepening spirituality, going local, travelling light, working collaboratively, learning on the road and widening vision and service.

We cannot know the future, but we can prepare for a range of plausible options in 2030. With the help of Bishop John's report, we are discussing our priorities for mission and ministry in a changing context. We are looking very closely at all income and expenditure across the work of the diocese. This is being done through a series of reviews: of mission and ministry, church and school; of property, housing and glebe; of our diocesan offices; IT system; communications. These look at all costs and all staffing of the diocese. Above all we are listening carefully to feedback on the Fairer Share scheme and ideas for how this can be strengthened. It's already clear that while the parishes will continue to play the central role in supporting the costs of ministry, there are also other areas in which the diocese can maximise income and initiate new fundraising.

## *Conclusion*

Thank you to all those who have provided ideas and feedback to this guide. It is a fine line between providing too much and too little information. The Guide explains the thinking behind the 2020 budget; the figures themselves and the current work being done moving towards eliminating the deficit and considering what is a sustainable Christian community in 2030. 2020 is very much a transition year – change is difficult and may not be popular in all quarters but as a Diocese we have to adapt to the challenges while still maintain the vision of Renewing Hope: Pray, Serve, Grow.

