

BUDGET 2021**1. Motion**

The Chair of the Board of Finance to move:

"That the Synod authorises the expenditure of a sum for the Common Fund not exceeding £13.5M".

2. Executive Summary

The 2021 Budget for the Common Fund is a deficit of £1,804K (see Budget 2021 Summary attached). This is before receipt of any grants from Church Commissioners in 2021 or utilisation of support funding from restricted reserves, and also any profit or loss arising on the revaluation of investments and any profits received from the sale of property. It also assumes that in the second half of the year overall income levels will recover as the economy re-opens and that Parish Offers will gradually recover in kind.

A range of scenarios have been considered, including a worst-case scenario to ascertain the impact and to ensure the Diocese has sufficient reserves and liquidity to weather that eventuality (see 3 below for more detail).

This compares to the 2020 Base Case Budget adopted last year of £833K and the draft 2020 Forecast deficit of £937K. This forecast is our current best estimate but may alter as a result of the impact of Covid-19 on income levels. It includes a £320K Continuity Grant applied for and secured from Church Commissioners.

The 2021 Budget is in the context of and subject to the implementation of the Strategic Review recommendations, which includes the intention to build a financially sustainable model of mission for the Diocese.

Taking account of Covid-19, the 2020 Forecast deficit of £937K and the 2021 Budget deficit £1,804K assumes:

- 2021 Parish Offers of £8.0M, compared to 2020 Forecast of £8.3M, 2020 Base-case Budget of £8.9M and 2019 actual of £9.0M (the latter including DBF Fees retained). The 2021 Budget of £8.0M does implicitly anticipate recovering levels of parish contributions later in 2021 as Covid-19 restrictions are assumed to lift.
- Average stipendiary clergy posts of 172.5 in 2021, with a 10.7% vacancy rate, compared to 2020 Base-case Budget 181.5, with vacancies of 10.0%. The actual posts are budgeted in 2021 at 154.0, which compares to 161.6 for the eight months to the end of August 2020 and indicates the level of reduction that is required.
- The 2021 budget forecasts the Common Fund will reduce to £4.1m by the end of 2021. This is below the policy of a minimum of £5M. However, this time of Covid-19 is exactly the sort of circumstance where reserves are needed to be used. There is the potential, and plans in place, to boost reserves from profits on DBF property at a later date and the DBF may be able to apply for a further Continuity Grant in 2021 from the Church Commissioners.
- Net cash outflow of £3.9M projected for 2021 with a projected cash balance at 31 December 2021 of £5.6M, including unidentified proceeds from sales of parsonages of £3.6M.
- A £1.8M annual deficit is clearly not sustainable. A Strategic Review is underway, due to conclude in Easter 2021. One of its key objectives is to arrive at a plan which enables a financially sustainable model of mission for the Diocese.

3. Budget 2021

This budget for 2021 (Budget 2021 Summary attached at Appendix I) is built on an assumption that Parish Offers will further decline to £8.0M (2020F: £8.3M; 2020B: £8.9M; 2019A: £9.0M(inc. DBF Fees retained)) as the Covid-19 pandemic continues into 2021, with the anticipation and hope that in the second half of the year income levels will recover as the economy re-opens and that Parish Offers will recover in kind.

A range of scenarios has been considered, including a worst-case scenario to ascertain the impact and to ensure the Diocese has sufficient reserves and liquidity to weather that eventuality.

The level of parish contributions anticipated is clearly uncertain and dependent on the severity and longevity of the Covid-19 pandemic. Whilst parish contributions, in the circumstances, have held up remarkably well in 2020, largely because many parishes have been able to utilise reserves, it is believed that the ability to continue this level of contribution will become increasingly difficult as the pandemic persists.

Should the level of parish contributions fall significantly below budget, there are a range of further actions that the DBF may take to ensure ongoing cash-flow and viability, as follows:

- In 2020, the DBF applied for and received a Continuity Grant of £320K from Church Commissioners (being c50% of the overall impact) and we might reasonably expect some assistance again in 2021 (no grant is assumed or included in the 2021 budget);
- Hold back/reduce expenditure e.g. utilisation of the Furlough scheme for staff (due to run to March 2021) and reducing property expenditure; and
- Further utilisation of reserves and, if necessary, the selling of assets - property or market assets.

We have reserves and assets to enable us to sustain lower income levels if we absolutely have to and this is a time where we need to be as careful as we can with our expenditure, but also to use reserves if we absolutely have to.

We have considered a worst-case fall in parish contributions from pre-Covid levels of 40%. Assuming that a third of the impact of this would be met by Church Commissioners, staff furlough is utilised, and savings made in property expenditure, in such situation the overall deficit envisaged may be c £1.5M worse than budgeted and whilst painful, there would be sufficient reserves and cash within current budgeted levels of reserves and cash to weather this without necessarily having to resort to the further selling of assets.

A campaign for generous giving services is planned in 2021, where churches will be encouraged to host a giving-focused service with publicity across the Diocese, led by the bishops.

Much of the expenditure for the Diocesan Office is related to staff that we employ. The budgeted Diocesan Office Support Staff is 35.88, at the same level as the 2020 budget at 35.88 (see Appendix II) although there have been changes in the roles to support parishes in what they need through this period, and one of those roles next year is externally funded. Overall headcount of Diocesan payroll is for full-time equivalents of 49.3 (2020A: 48.9; 2020B: 46.9; 2019A 48.6). The Diocesan payroll headcount now includes 7.4 staff on the DBF payroll who are not funded by the Common Fund. This includes 3 Growth Enablers, funded by Diocesan Pastoral Account (money specifically set aside after the sale of the Yalding development land), and 3 staff funded by the Strategic Development Fund of the Church Commissioners.

Parsonage repair and maintenance has been prioritised and is maintained at 2020's budgeted level of £750K (including insurance) (2020F: £750K, including £250K catch-up expenditure). £500K catch-up work over two years (funded from the Diocesan Pastoral Account) continues and the second

tranche of £250K will be spent in 2021, bringing total property expenditure in 2021 to £1,000K, being an increase of £250K on 2020 actual expenditure.

The overall cash balances are budgeted to decrease from the forecast year-end balance of £9.6M to £5.7M (being in excess of the current policy level of minimum liquidity and cash reserves of £5.0M). (see 5 below for further detail)

The principal movements in the budget deficit are shown below:

	<u>£'K</u>
Deficit per 2020 Base-case Budget	(833)
Parish Offers below Base-case Budget (pre-Covid 19)#	(350)
Reduction in Parish Offers (post-Covid 19)	(550)
Reduction in investment and property income	(29)
Decrease in clergy & curate stipends and pensions	379
Increase in ordinands' training costs	(100)
Increase in property department cost	(62)
Increase in professional fees	(40)
Decrease in capitalisation of parsonage and other property repairs	(200)
Additional funding from other sources	92
Other	<u>(111)</u>
Deficit per 2021 Budget	<u>(1,804)</u>

Overall parish contributions (including Parish Offers and payment rates at pre-Covid 19 levels and forecast DBF Fees) were forecast pre-Covid 19 to remain flat compared to 2019 at c£9.05M

	<u>£'K</u>
Deficit per 2020 Forecast £K	(937)
Reduction in Parish Offers	(300)
Increase in investment and property income	52
Decrease in clergy & curate stipends and pensions	278
Increase in ordinands training	(36)
Increase in property department cost	(98)
Increase in professional fees	(40)
Decrease in capitalisation of parsonage and other property repairs	(50)
Additional funding from other sources	92
Church Commissioners' Sustainability Grant received in 2020\$	(320)
Catch-up work funded by Diocesan Pastoral Account	(250)
Other	<u>(195)</u>
Deficit per 2021 Budget	<u>(1,804)</u>

\$ No Church Commissioners' Continuity Grant is assumed in the 2021 Budget

4. Key Assumptions

The detailed assumptions to the Budget as follows:

- The stipendiary clergy numbers are budgeted at 172.5 (2020B: 181.5) and with vacancies budgeted at 10.7% (2020B: 10.0%). The actual posts are budgeted in 2021 at 154.0, which compares to 161.6 for the eight months to the end of August and indicates the levels of reduction that are required.
- An intake of 6 stipendiary curates from June 2021, giving a total of 22.0 (2020B: 23.0 stipendiary posts).
- Parish Offers budgeted at £8.0M (2020F: £8.3M; 2020B: £8.9M). The total calculation of Indicative Offers based on 2017/18/19 accounts is £9.39M (2020: £9.69M); giving a recovery rate of 85.2% (2020F: 85.1%; 2020B 91.8%).

- Recovering £400K of DBF fees (2020F: 400K; 2020B: £400K), assuming PCCs retain an element of the cremation and cemetery fees for funerals as in 2020.
- No increase in Clergy Stipends and Diocesan Staff salaries; understood to be in line with the intentions across the Church of England.
- Property Repairs of £750K (2020F: £750K (inc. £250K catch-up expenditure); 2020B: £750K) and an additional £250K (funded from the Diocesan Pastoral Account) toward additional parsonage repair and maintenance. (This £500k was planned to be incurred over 2 years - 2020 and 2021).
- Capitalisation of £150K of property expenditure in relation to parsonage and DBF owned properties.

5. **Cash Flow and Fund Value Projections**

The Summary 2021 Cash Flow summarised in the table below:

Summary 2021 Annual Cash-flow (Operating & Capital)

	£K
Forecast Operating Deficit on Common Fund	(1,804)
Less capitalisation of property repairs	(150)
Add expenditure funded through other funds	(250)
Less pension scheme deficit funding - clergy scheme	(576)
Add non-cash interest on pension liabilities	45
	(2,715)
Property Disposals	
General Fund	0
Restricted Fund	4,075
Endowment Fund	0
	4,075
Property Additions	
General Fund	0
Restricted Fund	(1,880)
Endowment Fund	(100)
	(1,980)
Project Capital Expenditure	
Chatham Town Centre	(1)
Kings Hill	(402)
Ebbsfleet	(650)
	(1,053)
Repayment of clergy stipend deferral loan to NCIs	(1,860)
Grants and Loans to parishes	(150)
Contingency	(250)
Net Cash inflow/(outflow)	(3,953)
Cash & Short-term investments b/f (Forecast 1/1/20)	9,586
Cash & Short-term investments c/f (31/12/21)	5,633
<i>Liquidity Policy</i>	<i>5,006</i>

The Capital Budget includes envisaged property disposals and additions and project expenditure. Inevitably, they are estimations both in terms of value and timing. Assumptions are made concerning

anticipated dates for disposals and additions. The most notable of these assumptions is in relation to the sales of six parsonages (associated with reductions in clergy numbers referred to above), assumed to take place in the last 4 months of 2021, for net proceeds of £3.6M.

The DBF is in the final stages of selling properties in Lower Beckenham for £1.2M+, which is anticipated to complete by the end of 2020.

The monthly cash flow analysis, combining budgeted operating and capital movements, shows that overall cash balances are budgeted to decrease from the forecast year-end 2020 balance of £9.6M to £5.6M at year end 2021. Of the £3.9M cash outflow, £1.86M relates to the repayment of the Clergy Stipend deferral loan for 3 months and £1.1M is for existing projects, including £400K for the new build of St Gabriel's at Kings Hill, which was deferred because of Covid-19. The Cash & Short-term investments balance as at 31 December 2021 is projected to be in excess of the minimum liquidity policy currently set at £5.0M.

However, should the budgeted income figure not be achieved, or certain disposals are not made, then there will be significant pressure on liquidity and careful decisions will need to be, and can be, made concerning envisaged expenditure in the light of anticipated cash inflows.

The Common Fund at the end of 2020 is forecast to be standing at £6.1M. However, this is expected to fall to £4.1M at the end of 2021 (leading to a predicted breach of the minimum policy of £5.0M). However, this time of Covid-19 is exactly the sort of circumstance where reserves are needed to be used. There is the potential to boost reserves from profits on DBF property at a later date and we may be able to apply for a sustainability grant in 2021 from the Church Commissioners which would improve reserves.

6. 2020 Budget and Forecast

Bishop's Council approved a Break-even Budget for 2020, but also included a fall-back Base-case Budget if the planned Parish Offer increases were not achieved. The Break-even budget for 2020 was based on the successful implementation of the proposal for Indicative Offers, alongside the recovery of DBF fees.

A budgeted break-even operating position, achieved principally through the implementation of Indicative Offers, together with a renewed emphasis on stewardship, would have entailed Parish Offers budgeted at £9.39M (2019A: £9.06M) and recovering £400K in respect of DBF fees, introduced from 1 January 2020. This represented an increase in overall parish contributions of 7.1% in 2020 compared to the 2019 forecast, and 8.1% as compared to the 2019 actual outturn. The intention was then for an increase of c3.2% in 2020 over the 2019 forecast and to sustain the break-even position over the next five years with increases in Parish Offers in line with inflation thereafter.

Bishop's Council believed at the time that could potentially be achievable, alongside the launch of the Common Fund and with the new system of Indicative Offers. This was in the knowledge that these plans would result in the level of parishes' contributions rising to the average contribution level experienced by dioceses across the Church of England.

In the event, the release of the first round of Indicative Offers late in 2019 did not leave sufficient time to influence materially overall contributions in 2020, and we were unable to obtain the funding at that point necessary to recruit full-time support Stewardship support.

Then the pandemic struck!

The Base-case Budget represented a prudent fall-back plan should Parish Offers fall short of the required level. The Base-Case Budget assumed that Parish Offers declined from the £9.06M outturn in 2019 to £8.90M in 2020, with the recovery of DBF Fees of £400K, and that the clergy vacancy percentage is maintained at 10.5%. The Base Case Budget still assumed an increase in parish

contributions (including DBF fees) of £243K or 2.7%. This Base Case indicated a deficit of £833K, which compares to the 2019 deficit of £540K (2018: £381K), after £600K support from the Diocesan Pastoral Account.

In the event, the 2020 Forecast deficit has been held to £937K; including a transfer made of £250K from Diocesan Pastoral Account toward catch-up property expenditure. This forecast is our current best estimate, but may alter as a result of the impact of Covid-19 on income levels.

7. Financial Implications of the Covid-19 Crisis

Since the start of the pandemic, we have focussed on seeking to share the burden of the impact of Covid-19 between the central church structures, parishes and church individuals.

We estimate that approximately 40% of parish income comes from planned giving, which has not been immune to decline, and approximately 35% of parish income is from hall rentals, cash collections, other giving, fundraising and fees - most of which virtually ceased overnight.

Several rounds of communication with parish Treasurers / Incumbents have been held explaining the diocesan financial position, listening to the experience of parishes, and explaining the approach being taken of partnership at all levels from individuals up to the national church. Video calls were held with Treasurers and Incumbents on an archdeaconary basis, alongside some targeted one to one calls. Over 150 Treasurers have been involved in meetings in this way.

This strategy has borne fruit as many parishes have dug into their reserves to maintain their parish contributions. Some wealthier churches have responded by paying their share upfront or contributing to other churches' share.

Many parishes have moved weekly giving to monthly Standing Orders and increased online giving and giving by card. We have recruited assistance from Canterbury Diocese, utilising the services of Liz Mullins their Stewardship Officer for two days a week, and she has helped several parishes in making this transition. This is a partnership we are now looking to develop further.

All of this engagement with parishes has seen Parish Offer payments holding up well, with an overall 6.7% drop from the Base-case Budget of £8.9M forecast by the end of 2020.

Another reason for the Parish Offer receipts holding up is the COVID-19 Emergency Relief Fund which was launched in May 2020. Up to £250,000 in grants, based on certain qualifying criteria, and £500,000 in loans were made available to parishes. We were grateful for parish donations totalling £27K. Approximately £150k has been committed so far from a £250k grant fund, with money coming from limited diocesan restricted reserves and c64K of loans have been made.

Since March 2020, costs have been minimised wherever possible. We have mitigated the financial impact of the coronavirus crisis by:

- Furloughing staff, up to 35% at the peak time, thus saving £118K;
- Re-shaping the Diocesan Office team during the lockdown to meet needs of parishes;
- Consulting with parishes, including meeting on Zoom with the vast majority of Treasurers;
- Re-booting Generous Giving (Stewardship) – secondment of Giving Adviser part-time from Diocese of Canterbury, webinars with 50+ attendees in 1 month, and making a Giving Adviser Funding application to the Church Commissioners for a full-time post 50% funded over five years;
- Property works and quinquennials delayed and freezing major property and project expenditure; and
- Reviewing and revising 2020 and 2021 budgets, including circa £100k of DBF savings in addition to that achieved through furlough; and
- A Continuity Grant of £320K applied for and secured from Church Commissioners.

Cashflow has also been improved by several means. These notably include:

- Three months of clergy stipend deferment through a loan of £1.86M from the Church Commissioners.
- A loan of £500k previously been taken out from March 2020 for the Kings Hill church building project which has been temporarily used for short term cashflow before that work begins.
- Several property sales have been completed realising £2.6M of liquidity in 2020. Due to good planning and improved legal support, every planned property sale was completed despite lockdown. A further forecast £1.28M of property sales are forecast to be completed before the end of 2020.

The year-end audit required a detailed paper considered by Bishop's Council looking at going concern and financial resilience. The paper looked at a range of scenarios. The auditors were content that in the circumstances the DBF is a going concern. This review will now be conducted annually, as required by accounting standards.

8. Strategic Review

Called Together, launched in November 2017, is the strategic framework for the Diocese. In implementing Called Together we have coordinated our focus in our mission and ministry around Grow-Enrich-Resource and have throughout worked within the constraint of being financially sustainable.

We had been anticipating reviewing our progress and our learning in any event, but the current crisis has led to the need and also opportunity to conduct a thorough reassessment now, and leads us to reflect more widely and differently about how we can best align our ministry and mission to our calling, and how we can best use our finances and other resources to enable this.

We are embarking on a defined programme of work to enable us to be clear about our priorities for the next 2-3 years, whilst planning beyond that. That clarity will also enable us to seek national church funding for any transformational changes that we want to implement.

While we consider things as a diocese, there are a number of national conversations which will bear on our decision making. More immediately, discussions and consultations are already well-advanced around financial and other support for dioceses in the shorter-term with grant and loan schemes being developed. These schemes will offer sustainability support in response to short-term need, and also capacity and transformation funding to assist dioceses as they reshape themselves.

Some of the key areas which will be considered in the Strategic Review include:

- Ministerial deployment and shape;
- Best use of Diocesan staff resource;
- Patterns of working and meeting;
- Stewardship and generosity;
- Local and regional collaboration, including between the DBF and DBE, Cathedral and other dioceses.

This review process is one which needs to be undertaken seriously, which means giving it enough time and not making knee-jerk reactions as a result of the Covid-19 crisis. We do not, however, wish to take too long as for some that would prolong uncertainty and we need to address the financial

implications with some urgency. Part of the Strategic Review's objectives is to achieve a financially sustainable model of mission for the Diocese.

Realistically, the full process will not be completed in time for the forming of the 2021 DBF budget. However, the review and consequent reshaping of Called Together is anticipated to be in place by Easter 2021, thereby feeding into the 2022 budget process.

Rev Richard Williams BSc FCA
Finance Director

The Diocese of Rochester

SUMMARY 2020 FORECAST - Draft 2021 Budget

Appendix I

Common Fund (Unrestricted)

£	References	2019 Act	2020 B	2020 FC Revised 30 Sep 20	2021 B	Contributions from Other funds	2021 B Nett	Variance 2020 FC Vs 2021 Budget
Incoming Resources								
Parish Offer		9,056,548	8,900,000	8,600,000	8,350,000		8,350,000	(250,000)
Parish Offer - Covid Impact/Contingency				(300,000)	(350,000)		(350,000)	(50,000)
Anticipated Parish Offer		9,056,548	8,900,000	8,300,000	8,000,000	0	8,000,000	(300,000)
DBF Fees		8,725	400,000	400,000	400,000	0	400,000	-
Overall Parish Contributions		9,065,273	9,300,000	8,700,000	8,400,000	0	8,400,000	(300,000)
Professional Fees		12,315	10,000	10,000	10,000	0	10,000	-
Grants & Donations Received		140,818	179,000	197,020	188,500	0	188,500	(8,520)
CC Covid Sustainability Grant		0	0	320,000	0		0	(320,000)
Investment Income		562,274	480,000	410,000	410,000	0	410,000	-
Property Income -Glebe		612,038	593,633	529,904	561,779	0	561,779	31,875
Property Income -Non-Glebe		273,900	217,670	270,000	290,420	0	290,420	20,420
Total Incoming Resources		10,666,618	10,780,303	10,436,924	9,860,699	0	9,860,699	(576,225)
Resources Expended								
Incumbents Stipend and Pension		6,329,235	6,392,995	6,301,526	6,056,592	-	6,056,592	244,934
Curates Stipend and Pension		870,368	884,896	875,006	841,951	-	841,951	33,055
Removals & Resettlements		161,553	160,000	160,000	160,000	-	160,000	-
Clergy Property		1,033,803	1,121,447	1,111,342	1,209,141	150,000	1,059,141	(97,799)
Support Clergy and Office		307,353	330,335	322,800	329,214	32,000	297,214	(6,414)
Formation and Ministry		387,103	424,992	386,183	434,096	5,000	429,096	(47,913)
Ordinands Training		118,567	93,000	156,519	193,000	-	193,000	(36,481)
Other Ministry Costs		136,082	142,381	97,927	146,322	-	146,322	(48,395)
Communtiy Engagement Social Action		85,883	127,437	102,279	104,386	45,000	59,386	(2,107)
Youth and Children		81,152	107,074	90,169	107,453	25,000	82,453	(17,284)
Strategy & Implementation		86,643	-5,300	-6,344	42,493	-	42,493	(48,837)
Safeguarding		140,499	162,938	128,676	163,723	-	163,723	(35,047)
Communications		88,114	96,259	88,120	109,282	-	109,282	(21,162)
Legal & Secretariat		354,892	446,418	408,520	388,887	-	388,887	19,633
Finance & Stewardship		426,530	384,409	476,339	506,343	-	506,343	(30,004)
IT		166,365	182,477	184,172	182,946	-	182,946	1,226
Glebe property costs		142,859	169,603	163,344	167,119	-	167,119	(3,775)
Non-Glebe property costs - Savills		128,448	87,399	94,250	90,467	-	90,467	3,783
Other property costs		81,339	120,000	120,000	120,000	-	120,000	-
DAC		124,867	129,952	127,439	140,262	-	140,262	(12,823)
Other Office Costs		93,746	97,542	83,870	80,170	-	80,170	3,700
Contributions to National Church		1,005,812	1,007,115	1,007,847	1,000,295	-	1,000,295	7,552
Lay pension deficit funding		129,299	0	0	0	-	-	-
Interest on pension scheme deficits		76,000	45,000	45,000	45,000	-	45,000	-
Finance Committee Provisions		0	0					
Total Resources Expended		12,556,511	12,708,369	12,524,984	12,619,144	257,000	12,362,144	(94,160)
Surplus/(Deficit)		(1,889,893)	(1,928,066)	(2,088,060)	(2,758,445)	(257,000)	(2,501,445)	(670,385)
Pension Scheme Credit								
Vicars		(522,204)	(527,291)	(519,712)	(499,558)	-	(499,558)	20,154
Curates		(71,339)	(75,491)	(74,807)	(73,179)	-	(73,179)	1,628
Lay		(129,299)	-	-	-	-	-	-
Surplus/(Deficit) before transfers from other funds		(1,167,051)	(1,325,284)	(1,493,541)	(2,185,708)	(257,000)	(1,928,708)	(692,167)
Funding from Other Funds								
Clergy Conference contribution - TfL			13,000	-	-	-	-	
Contribution to training costs - TfL			5,000	5,000	5,000	(5,000)	-	
Y&C Called Together additional headcount - TfL			25,000	25,000	25,000	(25,000)	-	
CESA Called Together funding from TfL			25,000	25,000	25,000	(25,000)	-	
CESA Additional Posts - DPA (KH+DL)			40,000	20,000	20,000	(20,000)	-	
B&B Admin from TfL			12,000	12,000	12,000	(12,000)	-	
Bishops/Ads Discretionary TfL							-	
Bishops/Ads Discretionary DPA			20,000	20,000	20,000	(20,000)	-	
TfL Contribution to Common Fund					125,000		125,000	
Capitalisation of Parsonage and other property repairs			350,000	200,000	150,000	(150,000)	-	
DPA Catch-Up work				250,000				
Overall Surplus/(Deficit)			(835,284)	(936,541)	(1,803,708)	-	(1,803,708)	
MA s above		(1,167,051)						
BW Clergy Pension Changes		(20,543)						
BW Lay Pension Changes		48,218						
DPA		600,000						
Kings Hill WIP		-						
Roundings		(274)						
Statutory AC s		(539,650)						

The Diocese of Rochester

DIOCESAN OFFICE HEADCOUNT

	2019 Dec	2020 Budget	2020 Sept	2021 Budget	
Safeguarding	2.80	2.69	2.69	3.29	
DAC	1.60	1.60	1.60	1.60	
Property	2.70	2.70	2.70	3.70	#
Finance	5.60	6.10	5.50	6.40	*
Legal & Secretariat/HR	6.34	6.60	5.94	5.69	
IT	1.00	1.00	1.00	1.00	
Comms	2.00	2.30	2.00	2.30	
Formation and Ministry	7.60	7.60	7.20	7.20	
Community Engagement Social Action	2.10	2.70	2.10	2.10	
Youth and Children	2.00	2.00	2.00	2.00	
Strategy and Implementation	0.80	0.60	0.60	0.60	
Head Office Support Staff	34.54	35.89	33.33	35.88	
Other Staff on DBF payroll included in UGF					
Other Ministry	1.99	1.99	1.49	1.99	
AD's Support Staff	1.70	1.70	1.40	1.36	
Archdeacons	3.00	3.00	3.00	3.00	
Total Office Headcount included in Common Fund	41.23	42.58	39.22	42.23	
Other Staff on DBF payroll not funded by UGF					
Growth Enablers	3.00	3.00	3.00	3.00	
SDF	3.20	-	4.00	3.20	
Ebbsfleet Youthworker	1.00	1.00	1.00	1.00	
Parish Support	0.20	-	-	0.20	
Total Office Headcount	48.63	46.58	47.22	49.63	

Additional Property Director (to replace a part-time role)

* New full-time Generous Giving Officer (to be fully funded by Church Commissioners in 2021; and the post being on average 50% funded over the next 5 years).