DIOCESE OF LICHFIELD

Lichfield Diocesan Board of Finance

Budget 2024

LDBF FINANCIAL ACCOUNTABILITY

Introduction

Following the pandemic in 2020 and the years fall out in subsequent years, including the economic issues that have impacted Globally, across all years, putting the 2024 Budget together the real impact can be seen across the last eighteen to twenty-four months of data that has been collected.

The Budget as only three years ago has been totally dismantled and rebuilt whilst trying to stay within reasonable limits that are realistic and “affordable”. In the summer months considerable work has been done on the budget and a model that will enable short to medium term forecasting, things have changed, and it does feel that you need eyes in the back of your head, like technology what was correct when you log off one evening, is out of date by the morning.

Considerable work had already taken place at the monthly Budget Review Meetings, such as setting a draft Common Fund increase, stipend increase and of course the approval of Total Return Approach, which will impact initially on the 2023 Financial Statements but the 2024 Budget is the first example of how it will work. It is appreciated that not everyone agrees it is a source of income but a transfer of reserves, but it is a realistic new source of income on an annual basis, as identified back in June 2021. The sustainability of the Board is reliant on that income in the immediate future.

The new layout that was introduced by the National Church for comparison purposes, has many benefits in that it does allow more flexibility in the detail whilst maintaining a consistent format – such as salary and non-salary costs. As with all budgets the main problem remains with perception in percentages, small variance or small increases against small numbers can produce a large percentage increase, whilst larger savings against larger numbers almost appears static.

Ultimately there do remain a few main areas of income and expenditure that remain key, none greater than the Common Fund receipts and possibly the deployment costs, particularly where they impact each other through Shaping for Mission (SFM).

The main aim over the first few years of the Common Fund in conjunction with SFM is to try and get the Subsidised and Real Cost of Deployment closer together; and with the introduction of Total Return this does close the gap and is possibly closer to the mid ground figure that has been the aim to keep all sides on board.

The budget has been drafted with challenges across all sectors, from the parishes through a limited increase in Common Fund requests to the centre to try and work as effectively as possible within the limited resources that have been made available.

It has given an opportunity in some areas to reallocate or redefine areas of expenditure, to enable the Committee structure to understand and evaluate the importance and effectiveness of each area of costs and in turn allow key decisions to be made on aims and objectives that are required to be attained.

1. Overview

This section simply highlights some of the headlines within the budget; further detail is within this document.

a) Common Fund Formula – Subsidised Cost of Deployment to be increased by 2% to £57,620.
b) Real Cost of Deployment decrease from £63,587 to £62,630, although with Total Return this will reduce to £60,1301 – to be shown on the requests as a separate line.
c) General Inflation set at 5%.
d) Stipend increases set at 5.0%
e) Total Deployment reduced by six posts.
f) Vacancy factor increased from 11% to 14%.
g) Salary Increases 5%
h) Overall budget expenditure is increased by 0.02%.

2. Diocesan Budget

The Diocesan Budget represents the day-to-day transactions of the Board, including the receipts of the Common Fund and other income and the costs attributed to them, such as Stipends, and contributions to General Synod. It explains the costs that the Common Fund contributes towards and other areas of income that assist in meeting the liabilities of clergy stipends, housing, pensions, administration, and central support services (Central Sector Ministry).

It does not contain the transactions of the Designated and Restricted Funds unless any transfer or payment from the funds is due to the Unrestricted Funds. These Specialist Restricted Funds do not have individual budgets; however, their annual transactions are reported in the Board's Annual Accounts and the Trustees, Boards and Committees responsible for these Funds receive regular reports. Copies of these reports are available on request.

Such is the complex nature of the Church's Financial Rules and Regulations that some of the income and expenditure from the Designated and Restricted Funds affect the day-to-day transactions. These naturally must be included in the Budget.

They are as follows: -

- Church Commissioners' Low Income \Communities Allocation
- Income from the Pastoral Fund, Trust Reserve, and Diocesan Stipends Fund.
- Income received from the Walter Stanley Trust
- Grants to/from any Designated or Restricted Fund expected within the year.

3. Income

a) Common Fund

Due to the pandemic followed by the subsequent issues with the economic climate and concerns over heating amongst other issues facing our churches at this current time, the basic cost within the formula for the apportionment of Parish Share and now Common Fund has not changed since 2020 (although this was subsidised by Support Packages).

Although the general inflation figure within the budget, including stipend and salary costs, has been set at 5%, it is appreciated that the real rate of inflation remains higher, and pressure on parish finances remains high. However, it is important that the main source of income does not become stagnant and the gap between the Real and Subsidised Cost of Deployment is reduced. Whilst the Diocese has tried to increase all forms of income and introduced Total Return Approach, it is important that the parishes also contribute towards the gap.

It has therefore been decided that the Subsidised Cost of Deployment will rise by 2% from £56,490 to £57,620. This does mean that all formula requests will rise by 2%. Those on Special Arrangement unless otherwise agreed, will have the increase capped at 5%.

The Real Cost of Deployment has fallen in the main due to challenging increases in income as well as reductions in certain areas of expenditure. The Real Cost of Deployment for 2024, full time equivalent, will be £62,630.

The Diocese will subside the gap through two different sources. The first source will be through Total Return (see page 7), to the amount of £2,329 and the remaining £2,681 through Resourcing The Future (see page 8). The latter source is transitional and in the subsequent years there will be a need to cover this gap to enable a true break-even budget.

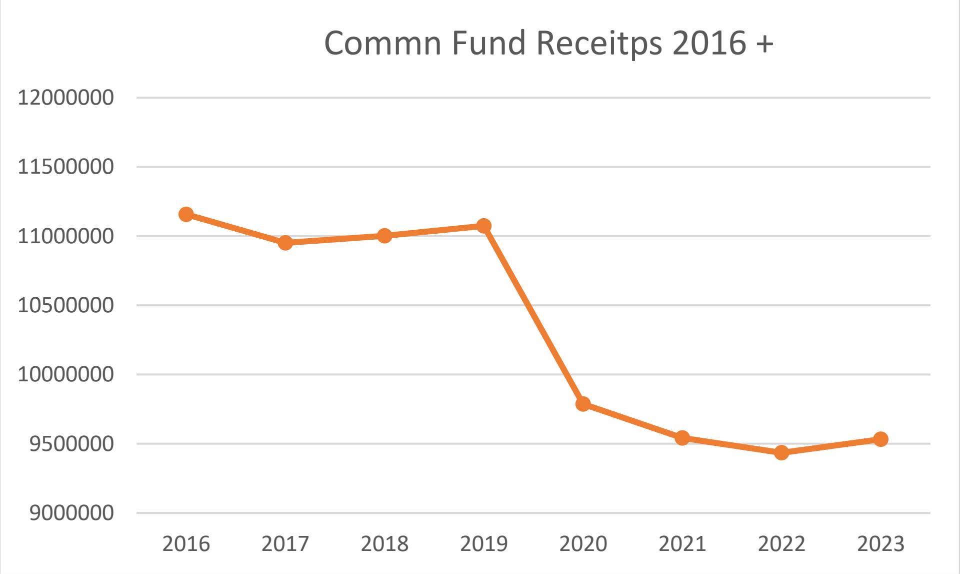
The actual amount requested within the budget has fallen to reflect the reduction in deployment numbers included in the 2024 budget.

Collection

The key to the budget is what is realistically deliverable from parishes rather than the amount requested. Historically there is no pattern of the more asked the more you receive – in fact the data indicates that the increasing requests delivered lower collection rate percentages. It is accepted that it is a delicate balance between a challenging request and one that is simply not affordable and therefore the Common Fund becomes forgotten in the general scheme of things.

There are various models that predicts receipts, and whilst 91.50% may feel optimistic considering the current figures the models do indicate that a collection figure in cash terms of £9.50M is realistic. It is certainly challenging to all concerned.

Based on current data the forecast for receipts in 2023 range between £9.53M and £9.70M. The table below assumes the lower figure and shows receipts since 2016.



The challenge within the budget and to parishes is can we increase Common Fund receipts to £9.75M, an increase of £207,000 or 2.17%. This can be broken down into an extra £965 per annum per full time post, or £18.50 per week, across the Diocese, in addition to the 2023 amount. So, for a half time post £9.25 per week etc.

Part of Shaping for Mission is that parishes are sustainable, although there is no clear definition of this – it is not unreasonable to suggest that as part of this target would be for parishes to be able to meet their formula request within 5 to 7 years, so in theory the collection rates should increase, but after many discussions and consultations with parishes and treasurers it is accepted that many parishes are currently budgeting for deficits, so it is a challenge but hope a realisation and one that will encourage parishes to meet their requests.

Arrears

One final area when setting the Common Fund request is the management of arrears. There seems little point in setting requests that cannot be achieved. This purely adds to arrears and additional mill stones around parishes. There is a fine balance between a realistic challenging target and one that parishes simply give up on as it is deemed simply impossible to achieve. One challenge was to try and manage the rapid increase in arrears – including the Parish Share Support in 2020 and 2021. There have been many agreed packages and support and this work will continue into 2024, and any parishes who is finding the financial burden too excessive they are encouraged to contact the Finance Team and Archdeacon, as help is available.

Generosity

Within the formula is the option for generosity. The requests are classed as the minimum request. Where parishes have been able there have been examples of support, either financially with parishes making additional payments to help other parishes or providing resources that have benefitted other parishes. Examples of generosity have increased as the year has progressed, and it is hoped this will continue to enable other parishes to be generous to their fellow parishes.

In addition, there are new materials on generosity and over the coming twelve months will try to communicate and roll out as much assistance as possible in conjunction with the National Church.

b) Grants Low Income Allocation & Benefact

The Board remains continually grateful to the National Church for the Allocation, around £2M per annum towards Low Income Communities in the Diocese. In addition, the Diocese also receives £0.200M from Benefact – formally All Churches Trust.

These grants reflect the Low-Income Communities in the Diocese through the IMD – Indices of Multiple Deprivation – and is the reason this is now used for the Common Fund formula. It is accepted there is no perfect way of allocating funds, and every parish will have their own version or ideas of what can be used, but based on how the funds are received it remains logical to use the similar method for distribution.

Currently the allocation is going through a transitional phase which will end in 2025. As a result, the amount received each year does reduce, so there is a fall in both cash terms and real terms. The forecast for the next few years is a follow, assuming a 3% uplift.

	2023	2024	2025	2026	2027	2028	2029	2030
	£M	£M	£M	£M	£M	£M	£M	£M
LInC	1.801	1.864	1.928	1.994	2.063	2.135	2.208	2.284
Transitional	0.213	0.128	0.046					
Total	2.014	2.192	2.174	1.994	2.063	2.135	2.208	2.284

c) Fees

In addition to the generosity shown in Parish Contributions the parishes also contribute significantly to fees. The figure in the Budget represents the DBF fee due in accordance with the Ecclesiastical Fees Measure 1986 and updated tables.

Whilst consideration has been taken into the trial agreed by General Synod on the relaxation of fees, it is believed that this will not impact on the Midland Diocese, Lichfield in particular.

At the time of writing the 2024 fees table was unavailable but an assumption based on the February 2023 change in fees has been applied. Despite comments to the contrary, fee income in the Diocese has not fallen significantly at any stage (pandemic exception).

Timing on collection of fees always makes this a difficult area to budget, it is known, understandably, parishes hold back fees, despite their statutory nature, due to cash flow. In addition, there have been delayed weddings and there is not a consistent number of occasional services across the Diocese as a whole. A new system for monthly fees returns and collection of fees is currently being reviewed and further details will be communicated in due course. Any change in system must be able to work at parish level and centrally.

When trying to budget for fees, normally tried to avoid following trends based on the previous years, always a danger to reduce the fee income when the previous year looks like a fall only for the figures to bounce back. With the pandemic this has made it more difficult. However, in 2022 there was over £1M in fees and indication at the halfway mark year indicates a similar figure in 2023. Therefore, fees in the budget have been increased by 4%, assuming a fee increase in line with the Archbishop's Council amendment earlier in the year and inflation plus an adjustment of £50,000.

There are various requests whether fees should be included as part of the Parish Contribution. The split across the diocese is not even and some parishes would love the opportunity to generate more fees. It should always be remembered that parishes also receive fees and those who generate large fees the diocese remains grateful, but it also helps them financially compared to those who are simply unable to generate fees for various reasons.

d) Investment Income

This section represents dividends and Glebe Land rentals.

At the annual meeting of Investment Managers in July, income remains buoyant in a difficult market, although some will not be surprised if they believe companies are profiting behind the inflation figures, known as greedflation to add to shrinkflation – or both.

Liquidity issues have meant careful selection of sales of investment that can impact on the future income. Selling shares even if it is taking the growth in previous years will potentially result in lower dividends, it will certainly result in losing some of the increased income.

In addition, there is also Asset Management. Whilst the sale of Glebe Land (impact on Total Return) and Housing has stalled a little this year, a considerable amount of work is being done on identifying housing targets, The aim is to prepare some of the properties for either market later this year or in the new year. As seen in 2021 it is an exercise of moving these targets to low hanging fruit.

Part of this exercise is identifying "niche" properties that should sell in the current market and should with hope attract some competition.

Apart from easing the cashflow the policy is some of the proceeds will be invested, and the aim is to try and fund £1M to invest next year.

This exercise is an example of where Total Return, Cashflow and the budget are joined together. It is important that to retain a sustainable cash flow or liquidity then new cash needs to be injected into the system, and the Board can not rely on simply transferring assets – at some stage something must be sold, whether it be Property, Land, or Investments. Built into the thinking and the forecast is to try and realise £2.5M in sales of Property (or Land) over the next two years to help finance the Total Return, stabilise the cashflow and as mentioned above invest to increase future income.

Finally, there will be some loss of income as the decision is made to sell the Property Fund Units, high yield but have 180 days' notice, and reinvest at the yearend in more accessible investments but with a slightly lower yield.

The budget includes an increase of 4% plus an adjustment for investment of new capital in 2024 and 2025. This results in an increase of 6.6% which is challenging but not unrealistic – however it does ensure that the Board must be proactive on our Asset Management.

e) Property Income

This section is house rents. There is a significant increase in the budget, this is partly due to a record breaking £750,000 gross rental income received in 2022, and again a good start to the current year. The figure in the budget is net of costs and commission, but provided all concerned continue to be more proactive in using resources rather than leaving them empty for excessive periods of time then the budget is a realistic expectation.

Concern is sometimes expressed on the timing of sales and loss of rental income, and whilst there is some truth in this, much of the rental market is linked to the vacancy rates in the budget – they are core houses waiting for appointments to be made. Based on the work so far, the sale of property will not have a large direct impact on the rental properties.

f) Total Return – (Historical Endowment Growth)

There is much debate where this section of incoming resources should be shown. The inclusion under income is based on the grounds that it will be a regular source in the coming years and the funds will be used against day-to-day activities. If the plan or strategy was simply to transfer investments or property each year, then the argument for this to appear under transfer of reserves would be correct.

The aim in the Budget and financial strategy is to be far more proactive in the sale of property assets, and ideally Glebe Land, to generate cash to ease the cash flow issues facing the Diocese and to spend the funds towards stipend and related costs – with the intention of having some proceeds left over to invest.

The initial plan as mentioned above is to sell the equivalent of £2.50M in property sales. The first £0.50M will feed into the budget as income (Total Return), it is then hoped depending on the cash flow; up to £1.50M will be reinvested and the other £0.50M will be retained for cash flow purposes (potential capital purchases or season adjusted cashflow issues). If the sales side is unsuccessful then it may be attention is drawn to Investments but with the impact on Investment Income, it will be the last resort.

To do nothing with the assets and hope values increase and simply transfer growth will not help the Diocese as cashflow needs to be always take into consideration on any financial related issue.

However, when the requests are sent to parishes, this support will be shown as a separate line and please note it is also discarded from the Real Cost of Deployment calculation.

Resourcing The Future

Whilst the concept was agreed by the Diocesan Investment Group in 2014 it came into being in 2015. The idea was that a percentage of house and land sales be invested into a restricted fund to try and raise £7M. The investments would be reinvested or accumulated and generate income that would be initially used to support posts that were not to be refilled due to Pastoral Reorganisation but would remain filled until the post became vacant.

The intention was not to use the capital and eventually release the income into future Diocesan Budgets.

The target was never reached, however with the change in the Parish Contribution formula in January 2022 in conjunction with the Shaping For Mission exercise; at Bishop’s Council in May 2022, it was agreed how this fund may be utilised to support some of the challenges currently facing the Diocese and free up some funds to support the Budget for 2024 onwards during a period of transition.

The support figure from the formula is included at the bottom of the Budget and is a transitional figure. This will reduce over time, and the aim is within five to seven years the figure will be zero – unoless the funds run out first.

4. Expenditure

The format in the last couple of years for expenditure has changed to fall in line with the National Church and their recording of diocesan finances. Whilst it may not seem ideal it has helped in the board receiving support especially with Sustainability funding in 2020 and 2021. At a recent meeting of Diocese's, a report based on the data was useful to identify issues across Diocese and the ability for the national Church to offer areas of support.

Since the inception, the layout has helped Budget Review and other finance committees in planning and proved to be a more useful tool, segregating areas, and allowing the flexibility to look at fixed and variable costs in more detail.

a) Parishes/Sector Ministry (aka Deployment plus DVE)

This largest section of expenditure simply reflects the parish deployment, excluding Curates and the staffing in the Central Sector Ministry – DVE (Discipleship, Vocations and Evangelism) and Education.

This section does not include Housing costs, such as Council Tax and Water Rates as they appear under Property.

Deployment – The deployment figure is based on the average estimates at the end of 2023 and 2024. This gives a combined average of 214.63 posts, a fall of six on last year's budget and a total of 20 since the inception of the Common Fund formula in January 2022.

After this calculation it has been agreed a vacancy factor is then applied. Historically the figure was set at 7% but was then increased to 11%. Considering the current vacancy rate, as reported at Diocesan Synod in June as being in the region of 20%, it has been decided to increase the vacancy factor to 14% for 2024.

The costs identified in this section include the Stipend; Ers NI (including Apprentice Levy) and Pensions.

Also included in this section are Chaplaincies and Bishop's Mission Order Posts.

The recommended increase in Stipends of 5% is reflected in the table below, in addition to the vacancy factor.

Direct Stipends includes Resettlement Grants as well removals and sequestration costs (Vacancy Support); in addition to the cost of Archdeacons and their associated costs that are directly incurred through Parochial Ministry.

Parish / FX / Sector ministry stipend and associated costs

	2024 £'000	2023 £'000
Deployment	7,667	7,599
DVE	1,018	952
Direct Stipends	863	888
	9,439	9,439

b) Curates (IME4-7) – Curates Budget

This section reflects the cost of the curates placed in parishes.

Curate stipends will increase by 5% in line with the National Minimum Stipend (NMS) and the new figure is £28,415 which is marginally above the NMS figure of £28,134.

The Diocese is struggling to recruit curates, and it is a national problem not just Lichfield.

With a low intake in 2023 and a predicted low intake in 2024 this is reflected in the budget with a reduction from 38 posts to 29.

The aim is to also ensure curates move as soon as possible after competing three years, although that is not always possible. Whilst the policy will remain that the Diocese wishes to intake for 12 for 2024, this is not realistically going to happen.

The costs include the curate stipend, NI and Pensions.

c) Property

The expenditure includes the house maintenance costs plus the Council Tax and Water Rates. Although it is likely the number of properties may well fall during 2024; this is taken into consideration and the budget increased by 3.59%. This may well be lower than the inflation rate for building materials and labour in the current economic climate, although a 5% building inflation has been included within the calculations.

In addition to the budget figure for maintenance there is also a pot of £125,000 (this has been increased from £100,000 in 2023) from the Pastoral and Diocesan Stipends Fund towards planned maintenance and environmental work. Emphasis has been put in trying to improve the energy efficiency of the Board properties, although there are limitations due to financial constraints. The first exercise has been concentrated around boilers and ensuring all houses have more than adequate loft insulation.

In respect of Council Tax and Water Rates, it should always be remembered that the full costs are paid regardless of whether an appointment is full time, part time or House for Duty. So, the number of houses used for Utility bills is higher than the deployment figure.

At the Budget Review Group, after consultation with Severn Trent and South Staffs Water Companies, to move all remaining rateable properties to Water Meters in the coming 12 months. The first batch of houses will include vacant and coming vacant properties. A letter to all clergy and other occupants will be circulated later in 2023 informing them of the change and offer a discussion on how this may be best carried out.

Indications are that this may well safe the Diocese up to 25% on the cost of Water Rates. At present the intention is to use any saving to support environmental projects within the property team as part of the Carbon Net Zero exercise.

	2024	2023
	£'000	£'000
Property	1,745	1,638
Council Tax	614	632
Water Rates	140	143
	2,499	2,413

d) Diocesan Office

The costs are split between staff salaries and associated costs and the cost of operating a Diocesan office.

Staff Costs: -

This section looks purely at the General Central Office salary costs, so includes the Secretariat and Governance department, Finance Team, Property, Communications, Safeguarding, DAC, DMPC etc.

There is currently a 5% salary increase across the board. Therefore, an increase of 5% would be expected.

It is slightly higher for the following reasons. An extra pair of hands in the Finance Team to help with general enquiries due to the increase in volume, part time, 21 hours per week.

A transfer of 0.50 of a member of staff's time from Ministry to oversee GDPR and the database as well as the Clergy Pay transfer to a new system. There are also some adjustments for salary increases in the year.

This should be taken into consideration against the substantial reductions in 2021.

Whilst the percentage appears to be high at 9.53%, with an expected 5% increase due to salaries, in cash terms it equates to an extra £39,041.

Central Costs

This section looks at the Diocesan Office as well as costs incurred to operate the central team as listed above, be it personal travel costs, or computer maintenance, training, or conferences as well as software support etc. Although the percentage increase seems excessive at 10.11%, in cash terms the budget has only increased by £53,448 – and if the 5% inflation increase is taken into consideration, it results in an extra £27,024 above inflation.

There are some reasons behind this and non-greater than the heating issue at the Diocesan office. With no central boiler system, it became necessary to hire equipment to heat the office to an acceptable level and this has added £15,000 per annum. Efforts are being made to rectify this issue, including up grading the electricity supply to allow greener solutions to the heating systems. Some of the development work and building work will be capitalised, and in turn this will reduce the budget in later years.

Other costs that have increased include Insurance, and audit fees for the merger with the Board of Education. Database and software licenses and support also have increased.

To counter some of these costs there should be reduced costs on the telephone as the transition from foresee to Curo is completed. There will also be savings on servers' maintenance when the server moves to cloud base at the end of 2023.

The central costs have now been reapportioned for 2024 to allow the senior managers to review their own area of work and resources required to meet the growing demands that are placed upon us for statutory reasons, or simply the increased demands from parishes on the centre.

The opportunity has also been taken to move some of the statutory costs, such as Insurance and Audit to Statutory and Legal costs, as both are statutory requirements – house or vicarage insurance is included under the property budget.

The revised breakdown by area of work is as follows: -

Department	£'000
Central Diocesan Office	552
Buildings Department	206
DAC	90
Parish Support/Resources	255
Communications	127
Safeguarding	167
Stat & Legal	305
Total	**1,722**
Salary Costs	1,140
Non-Salary Costs	582

e) Initial Ministerial Education 1-3 Costs

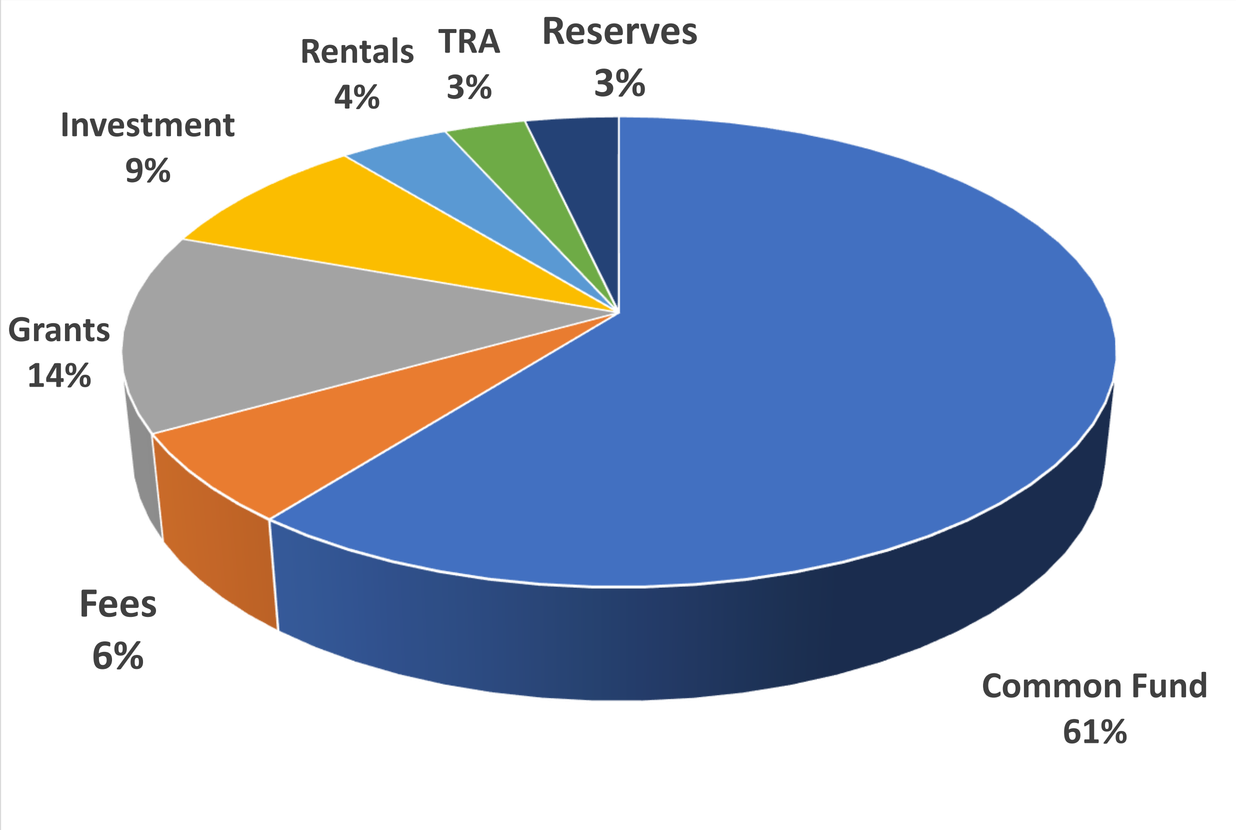
This area of costs are simply the training costs of Ordinand at colleges – was previously called Training Grants or Ordinand Grants. The amount required or paid in grants has currently fallen significantly due to the lack of numbers in training. There is a downside in the fact that this may mean this area of costs is substantially under budget in 2024, the Pooling Costs in the National Apportionment will rise significantly. There is always a temptation to decrease this budget considering the short fall in requirements, however it is never quite so easy to increase the budget as and when the occasion arises.

f) General Synod Apportionments

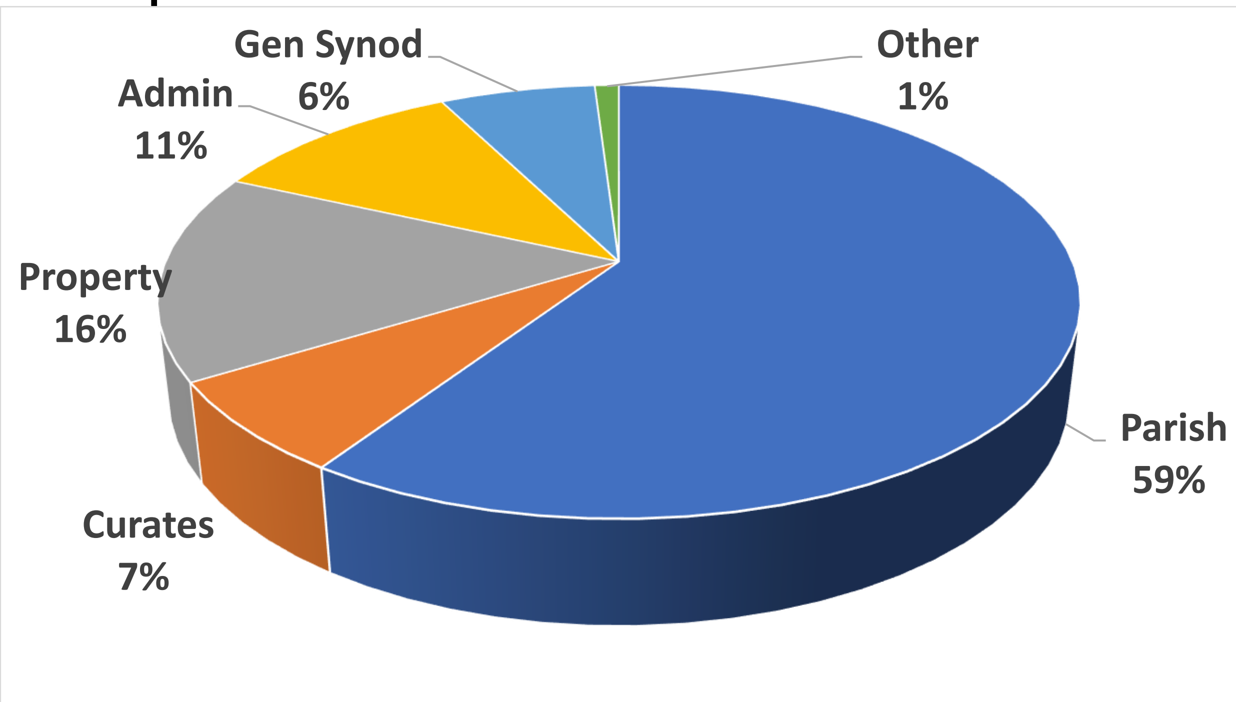
The General Synod apportionment is split between Vote 1 & Pooling in the Budget and Votes 2 to 5 – as follows: -

	2024	2023
	£'000	£'000
Training for Ministry	431	432
Pooling	136	80
National Church (Votes 1)	**567**	**511**
National Church Responsibilities	257	253
Grants & Provisions	44	44
Mission Agency & Pensions	-	14
CHARM	179	171
National Church (Votes 2-5)	**480**	**482**
Total	1,047	993

Income



Expenditure



Lichfield Diocesan Board of Finance

Summary Diocesan Budget 2024

Budget 2023

	2023 £'000	2024 £'000	Change £'000	Percent
Income				
Common Fund Offering	10,432	10,374		
Less Provision for Shortfall in Offering	(887)	(622)		
NET Common Fund Offering	9,545	9,752	*207*	*2.71%*
Parochial Fee Income	925	1,012	*87*	*9.41%*
Grants	2,271	2,192	*(79)*	*(3.36%)*
Investment income	1,298	1,382	*84*	*6.46%*
Property income (e.g., rental income)	445	676	*231*	*51.81%*
Historical Growth through Total Return	-	500	*500*	n/a
TOTAL INCOME	14,484	15,514	*1,030*	*7.11%*
Expenditure				
Parish /Sector ministry stipend and associated costs	9,439	9,549	*110*	*1.17%*
Curates' costs (IME 4-7) *	1,381	1,109	*(272)*	*(19.72%)*
Property	2,413	2,499	*86*	*3.59%*
Diocesan support / office - staff costs	1,041	1,140	*99*	*9.53%*
Diocesan support / office - non-staff costs	529	582	*53*	*10.11%*
Initial Ministerial Education 1-3 costs	156	140	*(16)*	*(10.00%)*
National Church IME 1-3 contributions (Vote 1 & pooling)	511	567	*56*	*10.87%*
National Church contributions (Votes 2-5)	482	481	*(1)*	*(0.29%)*
Other	100	22	*(78)*	*(78.07%)*
TOTAL EXPENDITURE	16,052	16,089	*37*	*0.23%*
NET SURPLUS / (DEFICIT) BEFORE TRANSFERS AND GAINS / (LOSSES) ON ASSET SALES:**	(1,568)	(575)		
**Transfers from restricted and designated funds				
Resourcing The Future	506	530		
Diocesan Stipends Fund (Total Return)	500	-		
Transfer from General Reserves	562	45		
NET SURPLUS / (DEFICIT)	-	-		
Budget surplus / (deficit) (% of income)	3.88%	0.31%		

Lichfield Diocesan Board of Finance

Summary Diocesan Budget 2024

Cost of Deployment - 2024

DIRECT COST OF STIPENDS	**Cost 2023 £**	**Pence Per/£ 2023**	**Cost 2023 £**
Stipend/NI & Pensions	39,766	*53*	37,316
Housing inc Council Tax and Water Rates	7,600	*10*	8,011
TOTAL DIRECT COST PER POST	**47,367**	***63***	**45,327**
Cost of training future clergy	8,462	*11*	9,275
TOTAL COST OF MINISTRY IN PARISHES	**55,829**	***74***	**54,602**
Other costs to be covered: -			
Expenses of Office	4,128	*6*	4,020
Specialist Ministry	4,744	*6*	4,313
Statutory & Admin Costs	8,025	*11*	7,561
Contribution to the National Church	2,239	*3*	2,182
Total Other Costs	**19,136**	***26***	**18,076**
Average Gross Cost per post	**74,965**	***100***	**72,678**
Less Income from Other Sources			
Diocesan Generated Income	12,335		9,091
Real Net Cost Per Post	**62,630**		**63,587**
Historical Growth through Total Return	**2,329**		
Diocesan Reserves	**2,681**		**7,097**
Total Subsidised Net Cost per post	**57,620**		**56,490**

Common Formula Request Template 2024

Cost of Deployment	**£62,630**
Low Income Communities (LinC) Allocation	**£0**
Mutual Support	**£0**
Formula Cost of Deployment	**£62,630**
Diocesan Support through reserves	**(£2,681)**
Historical Growth through Total Return	**(£2,329)**
Special Arrangement	**£ 0**
Total Diocesan Support	**(£5,010)**
Formula Request	**£57,620**
Agreed adjustment	**£0**
Minimum Common Fund Contribution 2024	**£57,620**