



ANNUAL BUDGET

October 2016 – September 2017

BUDGET OVERVIEW

By God's grace, the 2016/2017 financial year marks the 10th year of City on a Hill. Starting as a small group of people with a big gospel vision, City on a Hill is now a community of over 1,500 people, meeting in four locations, across three cities, under the one banner to know Jesus and make Jesus known.

The beginning of this new financial year also marks the launch of our newest church plant, City on a Hill Brisbane. This significant moment in our history marks the launch a new multi-city governance structure for the church, which will support and resource the 10 Cities vision into the future. The City on a Hill Movement Ltd. now exists to provide national governance and administrative support to all City on a Hill churches, and to provide a legal framework to support church planting across Australia. Our churches in Victoria continue as a licensed Authorised Anglican Congregation (AAC) in the Anglican Diocese of Melbourne, and we value our strong and supportive partnership with the Anglican Diocese.

This budget paper brings together all the ministry budgets across the City on a Hill Movement including; the City on a Hill AAC churches, the ministry activities of the City on a Hill Movement Ltd., as well as the great work our mercy ministry Many Rooms.

On behalf of the Pastors, Wardens, and Church Council of City on a Hill, thank you for your ongoing support and generosity towards the vision of the church. It is our prayer that the ministry that these financial resources enables will bear much gospel fruit for years to come.

For Jesus' fame,

Ian Scarborough
Executive Pastor – Operations

CONSOLIDATED BUDGET OF THE CITY ON A HILL MOVEMENT

	City on a Hill Authorised Anglican Congregation Anglican Diocese of Melbourne				City on a Hill Movement Ltd.					MR Inc.	City on a Hill Group	FY16 Budget	% change
	Melbourne	Geelong	Melbourne West	Total	Central	CPF	Brisbane	Foundation	Total	Many Rooms	All Entities		
INCOME	1,295,289	235,224	298,795	1,829,308	-	373,157	144,000	24,000	541,157	126,406	2,496,871	2,128,363	17%
Giving	1,294,789	235,224	298,795	1,828,808	-	100,000	144,000	24,000	268,000	39,140	2,135,948	1,802,888	18%
Grants & Gospel Patrons	-	-	-	-	-	273,157	-	-	273,157	-	273,157	234,363	17%
Other Income	500			500					-	87,266	87,766	63,612	38%
TRANSFERS	(133,406)	(47,734)	(19,783)	(200,924)	490,169	(250,457)	17,220	(24,000)	232,931	(32,007)	-		
OPERATING INCOME	1,161,882	187,490	279,012	1,628,384	490,169	122,700	161,220	-	774,089	94,399	2,496,871		
DIRECT EXPENSES	1,161,855	183,341	287,649	1,632,845	488,647	122,700	183,074	-	794,421	58,526	2,485,792	2,156,438	15%
Staffing	798,802	121,634	215,802	1,136,238	348,749	60,000	102,134	-	510,884	-	1,647,121	1,394,424	18%
Occupancy	277,236	38,280	43,569	359,085	4,000	-	62,000	-	66,000	-	425,085	381,939	11%
Operations	14,869	3,375	3,290	21,534	60,808	5,000	5,500	-	71,308	-	92,842	63,000	47%
Ministry	58,000	15,700	16,000	89,700	75,090	30,000	12,000	-	117,090	58,526	265,316	259,241	2%
Partnerships	12,948	4,352	8,988	26,288	-	27,700	1,440	-	29,140	-	55,428	57,834	-4%
OPERATING PROFIT / LOSS	27	4,149	(8,637)	(4,461)	1,521	-	(21,854)	-	(20,333)	35,873	11,079		
Kingdom Fund Expenses ¹	32,300	7,000	11,200	50,500	18,000	-	27,000	5,000	50,000	5,000	105,500		
Kingdom Fund Transfers	32,273	2,851	19,837	54,961	16,479	-	48,854	5,000	70,333	-	125,293		
NET PROFIT / LOSS	-	-	-	-	-	-	-	-	-	30,873	30,873		

¹ Kingdom Funds are cash savings from previous years, which are available to fund and resource ministry expansion and kingdom building initiatives outside of the ordinary operating budget. Appropriate use of the Kingdom Funds is outlined in the City on a Hill Church Kingdom Fund Policy.

CITY ON A HILL MELBOURNE

Melbourne

INCOME	1,295,289
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Giving (Tier 1 budget)	1,294,789
Other Income	500
TRANSFERS	(133,406)
CPF to Church	6,474
Central Funding	(349,728)
Staffing Transfers	169,908
Other Reimbursements	39,939
OPERATING INCOME	1,161,882
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DIRECT EXPENSES	1,161,855
Staffing	798,802
Occupancy	277,236
Operations	14,869
Ministry	58,000
Partnerships	12,948
OPERATING PROFIT / LOSS	27
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Kingdom Fund Expenses	32,300
Kingdom Fund Transfers	32,273
NET PROFIT / LOSS	-
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KINGDOM FUND	
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Opening Balance	45,222
<i>Kingdom Fund Transfer out</i>	<i>(32,273)</i>
Closing Balance	12,949

MELBOURNE BUDGET NOTES

- 1) INCOME
 - a) The Tier 1 Giving budget has been based on the actual Giving from FY2015/16, plus 5% growth
 - b) Other Income includes a Youth Ministry Grant

- 2) TRANSFERS
 - a) 'CPF to Church' includes a subsidy from the Church Planting Fund towards the Global Church Planting Partnership expense.
 - b) Central Funding is a contribution of 27% of total income towards the shared Central ministry and operations expenditure
 - c) Staffing Transfers represent reimbursement of salaries paid by Melbourne, but partly or fully costed to other ministry areas (including Central, Church Planting, and Many rooms)
 - d) Other reimbursements include contribution for shared office space

- 3) EXPENSES
 - a) Staffing includes salaries, superannuation, and other staffing expenses for all local ministry staff. New hires in this budget include a Women's Ministry Director, Training Director, Generations Pastor, and Community Pastor.
 - b) Occupancy includes Sunday venue hire (Hoyts), office rent and utilities (262 Queen St) and other occupancy consumables and equipment
 - c) Operations mainly represents a 1% operating contingency fund, and a small amount for local operating expenses
 - d) Ministry includes operating expenses for all ministry frames, including; Biblical Counselling, Community, Generations, Music, Training, Women's Ministry, Pastoral Ministry, Leadership development, Events and Communications.
 - e) Partnerships includes Domestic and Global church planting contributions.

- 4) Kingdom Fund
 - a) Kingdom Fund Expenses involve planned use of Kingdom Fund savings for the Christmas Eve event and new IT / computer purchases.
 - b) The closing Balance of the Kingdom Fund assumes no growth. Any surplus giving will roll into the Kingdom Fund for future use.

CITY ON A HILL GEELONG

	Geelong
INCOME	235,224
Giving (Tier 1 budget)	235,224
TRANSFERS	(47,734)
CPF to Church	21,176
Central Funding	(68,911)
OPERATING INCOME	187,490
DIRECT EXPENSES	183,341
Staffing	121,634
Occupancy	38,280
Operations	3,375
Ministry	15,700
Partnerships	4,352
OPERATING PROFIT / LOSS	4,149
Kingdom Fund Expenses	7,000
Kingdom Fund Transfers	2,851
NET PROFIT / LOSS	-
KINGDOM FUND	
Opening Balance	17,129
<i>Kingdom Fund Transfer out</i>	<i>(2,851)</i>
Closing Balance	14,278

GEELONG BUDGET NOTES

- 5) INCOME
 - a) The Tier 1 Giving budget has been based on the actual Giving from FY2015/16, plus 5% growth
- 6) TRANSFERS
 - a) 'CPF to Church' includes \$20,000 grant from the Church Planting Fund, as well as a subsidy from the Church Planting Fund towards the Global Church Planting Partnership expense.
 - b) Central Funding is a contribution of 27% of total income towards the shared Central ministry and operations expenditure
- 7) EXPENSES
 - a) Staffing includes salaries, superannuation, and other staffing expenses for all local ministry staff. New hires in this budget include a Youth Coordinator.
 - b) Occupancy includes Sunday venue hire, office rent and utilities and other occupancy consumables and equipment. The annual rent of St Matt's has already been paid upfront by City on a Hill Melbourne and Melbourne West. This expense represents the gradual repayment of this loan to Melbourne and Melbourne West. Thanks from Geelong for the generosity of Melbourne and Melbourne West is noted in this budget.
 - c) Operations mainly represents a 1% operating contingency fund, and a small amount for local operating expenses
 - d) Ministry includes operating expenses for all ministry frames, including; Pastoral Care, Community, Generations, Music, , Leadership development, Events and Communications.
 - e) Partnerships includes domestic and global church planting and mission contributions.
- 8) Kingdom Fund
 - a) Kingdom Fund Expenses involve planned use of Kingdom Fund savings for Many Rooms expansion and IT purchases.
 - b) The closing Balance of the Kingdom Fund assumes no growth. Any surplus giving will roll into the Kingdom Fund for future use.

CITY ON A HILL MELBOURNE WEST

	Melbourne West
INCOME	298,795
Giving (Tier 1 budget)	298,795
TRANSFERS	(19,783)
CPF to Church	1,494
Central Funding	(80,675)
Staffing Transfers	59,398
Other Reimbursements	-
OPERATING INCOME	279,012
DIRECT EXPENSES	287,649
Staffing	215,802
Occupancy	43,569
Operations	3,290
Ministry	16,000
Partnerships	8,988
OPERATING PROFIT / LOSS	(8,637)
Kingdom Fund Expenses	11,200
Kingdom Fund Transfers	19,837
NET PROFIT / LOSS	-
KINGDOM FUND	
Opening Balance	27,432
Kingdom Fund Transfer out	(19,837)
Closing Balance	7,595

MELBOURNE WEST BUDGET NOTES

- 9) INCOME
 - a) The Tier 1 Giving budget has been based on the actual Giving from FY2015/16, plus 5% growth

- 10) TRANSFERS
 - a) 'CPF to Church' includes a subsidy from the Church Planting Fund towards the Global Church Planting Partnership expense.
 - b) Central Funding is a contribution of 27% of total income towards the shared Central ministry and operations expenditure
 - c) Staffing Transfers represent reimbursement of salaries paid by Melbourne West, but partly or fully costed to other ministry areas (Central and Many rooms)

- 11) EXPENSES
 - a) Staffing includes salaries, superannuation, and other staffing expenses for all local ministry staff. New hires in this budget include a part time Ministry Director in early 2017, pending giving growth in the first 6 months of the year.
 - b) Occupancy includes Sunday venue hire and other event costs.
 - c) Operations mainly represents a 1% operating contingency fund, and a small amount for local operating expenses
 - d) Ministry includes operating expenses for all ministry frames, including; Pastoral Care, Community, Generations, Music, Leadership development, Events and Communications.
 - e) Partnerships includes domestic and global church planting and missions support contributions.
 - f) An operating loss is expected on account of staffing expansions which were previously funded through a grant. The Kingdom Fund savings are budgeted to fund this shortfall.

- 12) Kingdom Fund
 - a) Kingdom Fund Expenses involve planned use of Kingdom Fund savings for the Christmas Eve event and new IT / computer purchases.
 - b) The closing Balance of the Kingdom Fund assumes no growth. Any surplus

CITY ON A HILL BRISBANE

	Brisbane
INCOME	144,000
Giving (Tier 1 budget)	144,000
TRANSFERS	17,220
CPF to Church	83,100
Central Funding	(65,880)
OPERATING INCOME	161,220
DIRECT EXPENSES	183,074
Staffing	102,134
Occupancy	62,000
Operations	5,500
Ministry	12,000
Partnerships	1,440
OPERATING PROFIT / LOSS	(21,854)
Kingdom Fund Expenses	27,000
Kingdom Fund Transfers	48,854
NET PROFIT / LOSS	-
KINGDOM FUND	
Opening Balance	88,807
<i>Kingdom Fund Transfer out</i>	<i>(48,854)</i>
Closing Balance	39,953

BRISBANE BUDGET NOTES

- 13) INCOME
- a) The Tier 1 Giving budget has been based on the actual Giving from FY2015/16.
- 14) TRANSFERS
- a) Church Planting fund grants to Brisbane include general ministry funding, external supporter grants, domestic travel allowance, and Movement funding support.
- b) Central Funding is a contribution of 28% of total income towards the shared Central ministry and operations expenditure. Brisbane contributes an additional 1% central loading towards extra central operations support as a church without current Diocese support. This is fully subsidised by the Church Planting fund.
- 15) EXPENSES
- a) Staffing includes salaries, superannuation, and other staffing expenses for local ministry staff.
- b) Occupancy includes Sunday venue hire and other event costs.
- c) Operations mainly represents a 1% operating contingency fund, and a small amount for local operating expenses
- d) Ministry includes operating expenses for ministry frames, including; Pastoral Care, Community, Generations, Sunday Services, Leadership development, and Events.
- e) Partnerships includes domestic and global church planting contributions.
- f) An operating loss is expected (assuming Giving only at Tier 1 level). The Kingdom Fund savings are budgeted to fund this shortfall.
- 16) Kingdom Fund
- a) Kingdom Fund Expenses involve planned use of Kingdom Fund savings for the set up and launch of City on a Hill Brisbane.
- b) The closing Balance of the Kingdom Fund assumes no growth. Any surplus giving will roll into the Kingdom Fund for future use.

CITY ON A HILL CENTRAL

	Central
INCOME	-
TRANSFERS	490,169
Central Funding	565,193
Staffing Transfers	(45,270)
Other Reimbursements	(29,754)
OPERATING INCOME	490,169
DIRECT EXPENSES	488,647
Staffing	348,749
Occupancy	4,000
Operations	60,808
Ministry	75,090
OPERATING PROFIT / LOSS	1,521
Kingdom Fund Expenses	18,000
Kingdom Fund Transfers	16,479
NET PROFIT / LOSS	-
KINGDOM FUND	
Opening Balance	17,079
<i>Kingdom Fund Transfer out</i>	<i>(16,479)</i>
Closing Balance	600

CENTRAL BUDGET NOTES

City on a Hill Central provides operational and ministry services and support to all the City on a Hill churches and ministries.

- 17) INCOME
 - a) Central receives no direct income.
- 18) TRANSFERS
 - a) Central Funding from the City on a Hill churches provides the primary operating income for the shared support and services to the City on a Hill Movement
 - b) Staffing Transfers represent reimbursement of salaries partly or fully costed to other ministry areas (including Central, Church Planting, Melbourne)
 - c) Other reimbursements include shared Melbourne office use and 10 Cities video funding
- 19) EXPENSES
 - a) Staffing includes salaries, superannuation, and other staffing expenses for ministry staff. Central expansions in this budget include a part time Finance Director, and additional days in Communication tea.
 - b) Occupancy includes new equipment costs for the Central team
 - c) Operations includes all Movement wide Operational and administration costs including; bookkeeping and audit, insurances, legal services, software and licensing, safe ministry and compliance, travel and central contingency funds.
 - d) Ministry includes operating expenses for the Communications team, Movement wide events, Mercy partnerships, and Leadership development.
- 20) Kingdom Fund
 - a) Kingdom Fund Expenses involve planned use of Kingdom Fund savings for new Communications equipment (cameras), IT equipment, and investment in Many Rooms expansion.

CITY ON A HILL CHURCH PLANTING FUND

	CPF
INCOME	373,157
Giving	100,000
Gospel Patrons & Grants	273,157
TRANSFERS	(250,457)
CPF to Church	(112,244)
Staffing Transfers	(128,028)
Other Reimbursements	(10,185)
OPERATING INCOME	122,700
DIRECT EXPENSES	122,700
Staffing	60,000
Operations	5,000
Ministry	30,000
Partnerships	27,700
OPERATING PROFIT / LOSS	-
NET PROFIT / LOSS	-
CHURCH PLANTING FUND – RETAINED SAVINGS	
Opening Balance	252,799
<i>Kingdom Fund Transfer out</i>	-
Closing Balance	252,799

CHURCH PLANTING FUND BUDGET NOTES

- 21) INCOME
- a) Giving to be raised through the 10 Cities Gift Campaign
 - b) Gospel Patrons and Grants include other funding external support from individuals, churches and partner organisations.
- 22) TRANSFERS
- a) 'CPF to Church' is predominantly made up of church plant funding to Brisbane and Geelong, with a small subsidy towards the Global Planting Partnership expense at each of the churches.
 - b) Staffing Transfers represents reimbursement of salary costs for staff employed at local churches who are partly costed in the Church Planting Support Team.
 - c) Other reimbursements include support for 10 Cities initiatives by the Central team
- 23) EXPENSES
- a) Staffing costs are the direct employment of the resident church planter for City on a Hill East in 2017
 - b) Operations include investment and support for the 10 Cities vision
 - c) Leadership expenses for Church Planter and leadership development and training
 - d) Partnerships include support of Independent church plants, and investment in further partnership development
- 24) CPF RETAINED SAVINGS
- a) The CPF savings have been deliberately retained this Financial Year in anticipation of increased Church Planting Fund activity in the following years, as multiple City on a Hill church plants enter their early years.

OTHER BUDGET NOTES

CITY ON A HILL FOUNDATION

- 25) The City on a Hill Foundation is a Public Ancillary Fund. Only a small amount of income has been budgeted to be transferred to the ministry of Many Rooms. Giving to the Foundation will be expanded in the future with the growth of City on a Hill charitable ministry activities.

MANY ROOMS INC.

- 26) The Many Rooms budget represents a ministry as usual budget through the work of the Kitchen in Melbourne CBD and North Melbourne. Expansion plans are currently active to grow Many Rooms beyond Melbourne. A variation to budget may be proposed during the financial year to support this expansion.