



CITY ON A HILL BUDGET

1 October 2022 – 30 September 2023



EXECUTIVE SUMMARY

The FY2023 budget for City on a Hill will, God willing, see our highest investment in gospel ministry to date. This budget will resource a full return to existing ministries, and the pioneering of several new initiatives to advance our mission.

The development of this budget has been guided by our strategic priorities for our local churches and for the movement, and in consultation with local lead pastors and teams.

The total expenditure budget of over \$7.4m represents a 23% increase in total investment compared to prior year forecast. The budgeted cash loss of \$775k is an intentional investment of retained 'kingdom funds' to fuel new ministry growth and includes several large one-off initiatives contributing to the higher than usual CAPEX budget (\$480k).

Budgeted giving for our established churches is on the conservative side, with acknowledgement of the uncertain economic environment, and the intentional investment of retained earnings to seed growth. Use of retained kingdom funds will maintain balances within the 'healthy range' (3-6 months OPEX reserves) but will require additional local giving growth the following year to sustain the same rate of expenditure. Giving budgets for our church plants continue with growth needs to reach local sustainability.

Key notable features of this budget include:

a. New churches

- The public launch of our 9th church plant, City on a Hill Whittington.
- Initiation of the pre-plant phase for our 10th church plant, City on a Hill Ballarat.
- Continued support to City on a Hill Gold Coast, Surf Coast and Wollongong church plants.

b. New leaders

Staffing growth from 42.9 FTE to 55.8 FTE, with key strategic hires to strengthen ministry, mission and operations including:



c. Church planting director & church planting residents (Movement)

- Director of Discipleship (Melbourne)
- Associate Pastor (Gold Coast)
- Associate Minister (Melbourne East)
- HR Officer (Movement Operations)
- Conference Coordinator (Movement)

d. New venues

- Venue project/upgrades for City on a Hill Melbourne West.
- Venue upgrades for City on a Hill Whittington.
- Return of City on a Hill Melbourne evening services in a new venue.

e. New movement ministries

- New mercy ministry initiatives funded through our mercy innovation fund.
- Hosting of the City on a Hill Conference in May 2023.
- Expansion of the Melbourne Greenhouse discipleship program.

f. Strengthening movement operations

- Appointment of Australian Childhood Foundation (ACF) to greater support safeguarding across the movement.
- Additional resourcing in HR and leadership development.
- Introduction of pastoral supervision program for ministry staff.

This budget has been developed in consultation with each of the local lead pastors and their teams, endorsed by the Finance committee and approved by the Movement Board, and we commend it to you, our congregations, for your support, wisdom, and prayers.

Ian Scarborough
Executive Pastor

Peter Hill
Finance Director

Prepared September 2022



CONSOLIDATED CITY ON A HILL GROUP BUDGET

	2023 Budget	2022 Forecast	Change (%)	Change (\$)
▣ Revenue	6,488,792	5,853,458	10.85 %	635,334
▣ Giving	5,424,352	4,915,625	10.35 %	508,727
▣ Gospel patrons & grants	1,064,441	937,833	13.50 %	126,608
▣ Other income	166,403	108,264	53.70 %	58,140
Total Revenue	6,655,196	5,961,722	11.63 %	693,474
▣ Transfers	0	-	-100.00 %	0
Total Transfers	0	-	-100.00 %	0
▣ Expenses	6,939,126	5,690,139	21.95 %	1,248,987
▣ Ministry	581,314	553,993	4.93 %	27,321
▣ Occupancy	791,294	611,058	29.50 %	180,236
▣ Operations	495,102	398,340	24.29 %	96,762
▣ Partnerships	384,427	275,564	39.51 %	108,864
▣ Staffing	4,686,988	3,851,183	21.70 %	835,805
▣ Other expenses	10,000	314	3082.79 %	9,686
Total Expenses	6,949,126	5,690,453	22.12 %	1,258,673
EBITDA	-293,930	271,269	-208.35 %	-565,199
▣ Capital Expenditure	480,868	325,070	47.93 %	155,798
Cash Profit (Loss)	-774,798	-53,801	1340.11 %	-720,997

1. Income

Conservative giving budgets have been set for our established churches the year with the acknowledgment of ongoing economic instability because of inflation and rising interest rate pressures. More significant growth is planned for churches continuing in the planting phase. With the addition of City on a Hill Whittington a giving target has been set that should be achievable for the plant. There has also been a nominal budget set for Ballarat as core team meetings are planned to commence during the financial year. These churches will not be entirely reliant on this revenue at this stage though budgeting for some giving will encourage planting pastors to include giving calls in the early culture of their church.

Local Church	Melbourne	Geelong	Melbourne West	Melbourne East	Surf Coast	Whittington	Brisbane	Gold Coast	Wollongong
2023 Giving Budget	1,578,437	628,671	457,035	754,937	159,533	60,656	623,129	216,000	85,000
2022 Forecast (\$)	1,503,273	593,085	439,457	712,205	122,718	30,328	599,163	112,949	69,095
Annual Change	5%	6%	4%	6%	30%	100%	4%	91%	23%

Special Fund	Foundation	Many Rooms	Church Planting
2023 Giving Budget (\$)	407,403	138,051	130,500
2022 Forecast (\$)	407,403	138,051	83,595
Annual Change		0%	56%

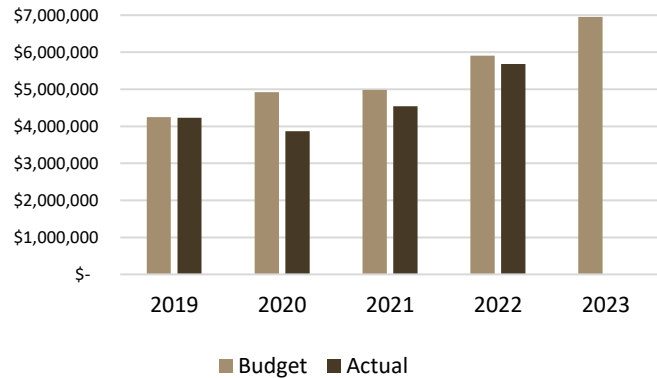
2. Gospel patrons and grants

The 2023 budget includes \$1,064,441 of secures grant receipts to seed fund planting growth across the movement.

Total investment

Total investment in ministry and mission (\$6,948,899) will be our largest actual budget to date. This significant increase in investment is largely due to the continued receipt of grant monies to see our next churches planted. Local growth is also planned in churches currently in planting phase and expansion of mercy ministries will also contribute to this overall investment.

TOTAL INVESTMENT



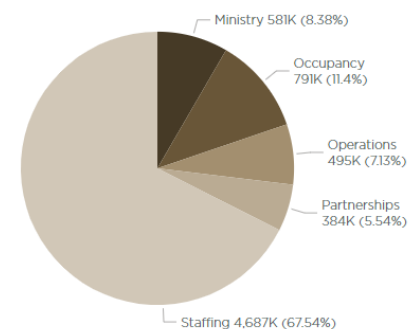
3. Staffing

Staffing increases across the movement of 12.9 FTE are planned (currently 42.9 FTE) including roles in mercy, discipleship, community, associate ministers, church planting and operations. Total staffing headcount by the end of the year is budgeted to be 74 individuals.

Staffing FTE changes			
Cost Centre	1 October 2022	30 September 2023	Change Notes
Brisbane	3.2	3.8	0.6 Addition: Brisbane Lead Pastor (1FTE), Fixed term contract ends for Student Minister (-0.4FTE Feb22)
Central	13.7	15.2	1.5 Addition: HR (0.2FTE Jan23), Finance (0.2FTE Apr23), Events (Fixed Cont. 0.5FTE Dec22), Venues (0.6FTE Jan23)
Church Planting	2.0	6.0	4.0 Addition: 4 New Planting Residents (4FTE Nov22, Apr23, 2 x Jun23) and Church planting Director (1FTE Feb23)
Geelong	4.1	5.3	1.2 Addition: Services role (Aug23) - Contingent on giving/may require reassigning of roles across local team
Gold Coast	1.0	2.0	1.0 Addition: Associate Pastor (Nov22)
Melbourne	9.7	12.6	2.9 Addition: Discipleship (1FTE Jan23), Mercy (1FTE Jan23), Community (0.6FTE Oct22) and Events (0.5FTE Dec22)
Melbourne East	3.6	5.0	1.4 Addition: TBC Minister (1FTE Jan23), Services (0.4FTE)
Melbourne West	2.8	2.9	0.1 Addition of hours to existing services role (0.1 FTE)
Surf Coast	1.4	1.4	0.0 No Change
Whittington	0.0	1.2	1.2 Deployment of Planting Pastor in new plant: City on a Hill Whittington
Wollongong	1.4	1.4	0.0 No Change
Total	42.9	55.8	12.9

4. Ministry expenses

Significant investment in 2023 will be allocated to local ministry expenses, including \$120K set aside for local mercy ministry innovation. Planting church ministry budgets will increase considerably in proportion with their giving and attendance growth while other churches will invest locally in significant ways to reconnect after the difficulties of the season.



5. Occupancy

Venue arrangements are set to change during the year with Melbourne West venue project and Melbourne returning to a PM service.

6. Operations

Operations costs will increase during the year due to staff and speaker flights City on a Hill Conference in May, further professional development costs of staff, increase in software costs as part of scaling the movement operations and increases in safe ministry and other consulting fees.



7. Partnerships

Partnerships are expected to increase during the year due to increased assessment across the Anglican churches in Melbourne and a total \$ increase in Acts 29 contributions as a result in increased giving income.

8. Capital expenditure

2023 will be a year marked by significant capital expenditure to support new ministry initiatives, the scaling of ministry and the establishment of more of our congregations into permanent venues. Capital expenditure planned include \$200,000 in venue works for Melbourne West, Many Rooms Mobile Van, plus routine asset replacements and AVL upgrades.

9. Five year forecast

	2021 Actual	2022 Actual	2023	2024	2025	2026	2027	Total
INCOME	5,410,871	5,961,722	6,655,196	7,190,669	7,886,450	8,729,214	9,417,306	39,878,835
Giving	4,965,731	4,915,625	5,424,352	6,264,029	7,235,541	8,299,198	9,084,593	36,307,712
Gospel Patrons & Grants	351,353	937,833	1,064,441	888,750	608,750	385,066	285,066	3,232,072
Other Income	93,787	108,264	166,403	37,890	42,159	44,951	47,648	339,051
TOTAL OPERATING INCOME	5,410,871	5,961,722	6,655,196	7,190,669	7,886,450	8,729,214	9,417,306	39,878,835
LESS OPERATING EXPENSES	4,179,711	5,681,229	6,949,125	7,523,633	8,066,277	8,564,159	8,955,234	40,058,428
Ministry Staffing	3,067,028	3,851,183	4,686,988	5,322,211	5,649,068	5,948,905	6,164,348	27,771,520
Occupancy	284,023	610,675	801,294	788,362	858,616	903,205	937,152	4,288,628
Operations	219,920	396,591	480,802	522,211	612,500	713,732	811,841	3,141,087
Ministry	339,267	547,216	595,613	498,975	545,542	587,652	619,443	2,847,226
Partnerships	269,473	275,564	384,427	391,874	400,551	410,664	422,450	2,009,967
OPERATING PROFIT / (LOSS)	1,231,160	280,493	(293,929)	(332,964)	(179,827)	165,055	462,072	(179,594)
Capital Expenditure	139,815	325,070	480,868	116,368	116,368	116,368	116,368	946,340
TOTAL CASH PROFIT / (LOSS)	1,091,345	(44,577)	(774,797)	(449,332)	(296,195)	48,687	345,704	(1,125,933)
Opening Accessible Kingdom Fund Balance	1,598,304	2,314,270	1,952,719	1,359,760	927,903	852,120	1,100,055	
Quarantined Retained Earnings	1,044,928	1,420,307	1,737,281	1,880,908	2,016,569	2,141,040	2,238,808	
Non cash Retained Earnings Adjustment								
Kingdom Funds	2,643,232	3,734,577	3,690,000	3,240,668	2,944,473	2,993,160	3,338,864	
Closing Accessible Kingdom Fund Balance	2,689,649	2,269,693	1,177,922	910,428	631,708	900,807	1,445,759	

CITY ON A HILL MELBOURNE

	Melbourne			
	2023 Budget	2022 Forecast	Change (%)	Change (\$)
▣ Revenue	1,578,437	1,503,275	5.00 %	75,162
▣ Giving	1,578,437	1,503,275	5.00 %	75,162
▣ Other income	-	1,406	-100.00 %	-1,406
Total Revenue	1,578,437	1,504,680	4.90 %	73,757
▣ Transfers	-167,200	-17,950	831.48 %	-149,250
▣ Central ministry & operations	-355,200	-337,200	5.34 %	-18,000
▣ Grant transfers	140,000	271,250	-48.39 %	-131,250
▣ Other transfers	48,000	48,000	-	-
Total Transfers	-167,200	-17,950	831.48 %	-149,250
▣ Expenses	1,511,575	1,289,450	17.23 %	222,125
▣ Ministry	110,000	134,901	-18.46 %	-24,901
▣ Occupancy	360,085	272,870	31.96 %	87,214
▣ Operations	34,070	35,956	-5.24 %	-1,885
▣ Partnerships	77,384	52,475	47.47 %	24,910
▣ Staffing	930,035	793,248	17.24 %	136,787
▣ Other expenses	-	94	-100.00 %	-94
Total Expenses	1,511,575	1,289,544	17.22 %	222,031
EBITDA	-100,338	197,187	-150.88 %	-297,524
▣ Capital Expenditure	17,600	229,078	-92.32 %	-211,478
Cash Profit (Loss)	-117,937	-31,892	269.81 %	-86,046

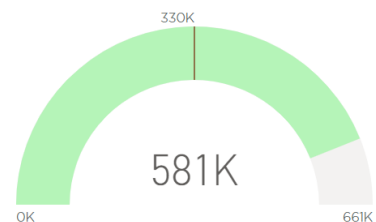
Melbourne budget notes:

1. Giving budget represents an 5% increase on actual (Forecast) giving received in prior 12 months.
2. Transfers are made up of central funding contributions, minus a reimbursement shared movement staffing and office space. Central funding is calculated on 22.5% of budgeted income, funding centralised ministry and operations support to Melbourne, including communications, operations, ministry, and leadership. Grant transfers relate to secured grant revenue received into COAHML relating to Melbourne projects.
3. Occupancy includes full return to Hoyts for AM services and Evening service venue throughout the year.
4. Operations includes Professional Development budgets, merchant fees and workcover insurance.
5. Though a decrease from 2022 actuals, ministry budgets include a total 21% increase from 2022 budget.
6. Partnership costs have increased due to previously agreed upon Anglican Assessment increases which have been apportioned to each location based on local revenue.
7. Staffing budget reflects additions of roles, including: Director of Discipleship (1FTE) and two Ministry Coordinators with differing portfolios (Total 1.1FTE).

Kingdom fund investment notes:

The 2023 budget reflects a significant dip into Available Kingdom Funds. Total funds remain beneath the maximum allowed under current policy, though at the upper end of acceptability. Growth in the new calendar year is expected once visions are established with the filling of various roles. Growth from these roles will contribute to future year giving growth bringing current expenditure to a sustainable position.

Kingdom Funds - Melbourne



	Geelong			
	2023 Budget	2022 Forecast	Change (%)	Change (\$)
☐ Revenue	628,671	595,087	5.64 %	33,584
☐ Giving	628,671	593,087	6.00 %	35,584
☐ Gospel patrons & grants	-	2,000	-100.00 %	-2,000
☐ Other income	25,840	26,726	-3.32 %	-887
Total Revenue	654,510	621,813	5.26 %	32,697
☐ Transfers	-126,600	-112,706	12.33 %	-13,894
☐ Central ministry & operations	-141,600	-142,800	-0.84 %	1,200
☐ Church planting transfers	-	2,500	-100.00 %	-2,500
☐ Other transfers	15,000	27,594	-45.64 %	-12,594
Total Transfers	-126,600	-112,706	12.33 %	-13,894
☐ Expenses	551,206	557,763	-1.18 %	-6,557
☐ Ministry	61,402	66,722	-7.97 %	-5,320
☐ Occupancy	19,230	29,036	-33.77 %	-9,806
☐ Operations	27,950	19,667	42.11 %	8,283
☐ Partnerships	83,287	97,734	-14.78 %	-14,447
☐ Staffing	359,337	344,603	4.28 %	14,734
☐ Other expenses	10,000	167	5899.52 %	9,833
Total Expenses	561,206	557,930	0.59 %	3,276
EBITDA	-33,295	-48,823	-31.80 %	15,528
☐ Capital Expenditure	7,040	14,747	-52.26 %	-7,708
Cash Profit (Loss)	-40,335	-63,570	-36.55 %	23,235

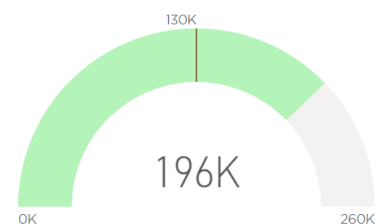
Geelong budget notes:

1. Giving reflects a 6% increase on actual giving received in in the 2022 financial year (adjusted for campaign and over and above donations).
2. Central funding is calculated on 22.5% of budgeted income, funding centralised ministry and operations support to Geelong, including communications, operations, ministry, and leadership.
3. Increase in operations relates to pastoral oversight program as part of Geelong's professional development budget.
4. Ministry budgets include continued significant investment in local services and next generational ministry.
5. Partnerships include Acts 29 and Anglican Diocese of Melbourne.
6. Staffing increase includes significant investment by making full year allowances for hires made late in 2022 including youth and mercy roles and temporary increases in days for other staff within the team.
7. Other expenses relates to significant repair work on the church vicarage.

Kingdom fund investment notes:

2023 will be a growth year for City on a Hill Geelong, with significant investment in youth and local mercy initiatives. To fuel these initiatives we have recognised that a modest use of kingdom funds will be required though we hope, pray and expect that God will bring the growth from these investments to self-support in future years.

Kingdom Funds - Geelong



CITY ON A HILL MELBOURNE WEST

	Melbourne West			
	2023 Budget	2022 Forecast	Change (%)	Change (\$)
▣ Revenue	557,035	439,456	26.76 %	117,579
▣ Giving	557,035	439,456	26.76 %	117,579
▣ Other income	-	273	-100.00 %	-273
Total Revenue	557,035	439,729	26.68 %	117,306
▣ Transfers	-103,200	-99,600	3.61 %	-3,600
▣ Central ministry & operations	-103,200	-99,600	3.61 %	-3,600
Total Transfers	-103,200	-99,600	3.61 %	-3,600
▣ Expenses	352,488	319,469	10.34 %	33,019
▣ Ministry	23,993	17,926	33.84 %	6,067
▣ Occupancy	7,328	33,338	-78.02 %	-26,010
▣ Operations	7,620	4,885	55.97 %	2,734
▣ Partnerships	62,020	24,892	149.15 %	37,128
▣ Staffing	251,528	238,429	5.49 %	13,099
▣ Other expenses	-	2	-100.00 %	-2
Total Expenses	352,488	319,471	10.33 %	33,017
EBITDA	101,347	20,658	390.60 %	80,689
▣ Capital Expenditure	210,528	1,430	14623.78 %	209,098
Cash Profit (Loss)	-109,181	19,228	-667.82 %	-128,409

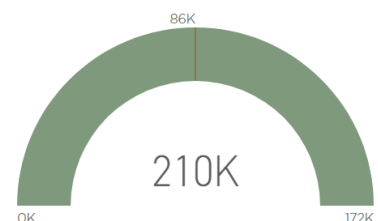
Melbourne West budget notes:

1. Giving budget reflects a 4% increase on actual giving received compared to the 2022 financial year plus 100K raised in a special building campaign (See capital expenditure below).
2. Central funding is calculated on 22.5% of budgeted income, funding centralised ministry and operations support to West, including communications, operations, ministry, and leadership.
3. Ministry staffing increases include the addition of half a day to the West team in a services role.
4. Occupancy has reduced significantly from the 2021 budget due to City on a Hill Melbourne West meeting currently at All Saints Footscray.
5. Increase in operations relates to pastoral oversight program as part of Melbourne West's professional development budget.
6. Ministry budgets are consistent with planned investment from the prior financial year, supporting local mission, community, Sunday services, and next generation ministries.
7. Partnership costs have increased due to increase in assessment paid to the diocese.
8. Capital expenditure reflects significant investment in the Melbourne West venue which will be partially funded by a building campaign held early in the financial year.

Kingdom fund investment notes:

City on a Hill Melbourne West plans to utilise 100K of it's available kingdom funds to contribute towards an improved venue. The success of the special building campaign will help determine what in total could be spent on a venue. Though this will consume almost all of Melbourne West's available kingdom funds, this will secure a suitable venue for the foreseeable future, and therefore the investment is appropriate.

Kingdom Funds - Melbourne West



	Brisbane			
	2023 Budget	2022 Forecast	Change (%)	Change (\$)
▣ Revenue	632,504	621,663	1.74 %	10,842
▣ Giving	623,129	599,163	4.00 %	23,967
▣ Gospel patrons & grants	9,375	22,500	-58.33 %	-13,125
▣ Other income	-	3,473	-100.00 %	-3,473
Total Revenue	632,504	625,135	1.18 %	7,369
▣ Transfers	-134,150	-142,600	-5.93 %	8,450
▣ Central ministry & operations	-146,400	-153,600	-4.69 %	7,200
▣ Other transfers	12,250	11,000	11.36 %	1,250
Total Transfers	-134,150	-142,600	-5.93 %	8,450
▣ Expenses	539,747	566,959	-4.80 %	-27,212
▣ Ministry	42,061	95,951	-56.16 %	-53,890
▣ Occupancy	125,896	82,684	52.26 %	43,212
▣ Operations	34,557	23,622	46.29 %	10,935
▣ Partnerships	8,731	10,174	-14.18 %	-1,443
▣ Staffing	328,502	354,528	-7.34 %	-26,026
▣ Other expenses	-	6	-100.00 %	-6
Total Expenses	539,747	566,965	-4.80 %	-27,218
EBITDA	-41,393	-84,429	-50.97 %	43,036
▣ Capital Expenditure	7,040	1,961	258.93 %	5,079
Cash Profit (Loss)	-48,433	-86,391	-43.94 %	37,958

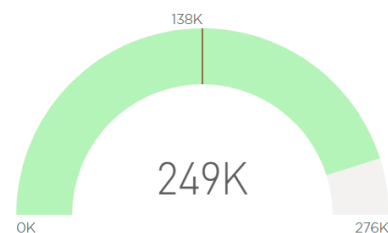
Brisbane budget notes:

1. Giving budget reflects a 4% increase on actual giving received in the 2022 financial year. This small increase in giving is reflective of poor giving in recent months.
2. Central funding reduced, calculated at 23.5% of budgeted income, funding centralised ministry and operations support to Brisbane, including communications, operations, ministry, and leadership, less a provision granted for travel.
3. Staffing changes include the appointment of a new Lead Pastor.
4. Occupancy provides for midweek space for local staff team and venue costs relating to all existing services.
5. Operations includes increases to travel expected in 2023.
6. Ministry budgets include ongoing investment in local ministry. Reduction from 2022 actuals is due to downward pressure of ministry expenditure now that added investment is no longer required to vitalise ministry post-covid19 lockdowns.
7. Continued partnership contribution to Acts 29 church planting network.

Kingdom fund investment notes:

The 2022 budget reflects a \$48K use of Available Kingdom Funds to maintain strong ministries in Brisbane while the congregation recovers from a difficult end to the 2022 year without a lead pastor. Total funds remain beneath the maximum allowed under current policy and planned use is expected to reduce after the new lead pastor has been appointed (Appointed January 2023).

Kingdom Funds - Brisbane



CITY ON A HILL MELBOURNE EAST

	Melbourne East			
	2023 Budget	2022 Forecast	Change (%)	Change (\$)
▣ Revenue	814,937	713,676	14.19 %	101,261
▣ Giving	814,937	713,676	14.19 %	101,261
Total Revenue	814,937	713,676	14.19 %	101,261
▣ Transfers	-168,400	-144,400	16.62 %	-24,000
▣ Central ministry & operations	-170,400	-146,400	16.39 %	-24,000
▣ Other transfers	2,000	2,000	-	-
Total Transfers	-168,400	-144,400	16.62 %	-24,000
▣ Expenses	665,054	494,088	34.60 %	170,967
▣ Ministry	42,804	40,937	4.56 %	1,867
▣ Occupancy	106,350	85,442	24.47 %	20,909
▣ Operations	12,481	8,382	48.90 %	4,099
▣ Partnerships	93,874	23,042	307.40 %	70,832
▣ Staffing	409,545	336,285	21.79 %	73,260
▣ Other expenses	-	4	-100.00 %	-4
Total Expenses	665,054	494,092	34.60 %	170,963
EBITDA	-18,517	75,185	-124.63 %	-93,702
▣ Capital Expenditure	41,580	9,762	325.95 %	31,818
Cash Profit (Loss)	-60,097	65,423	-191.86 %	-125,520

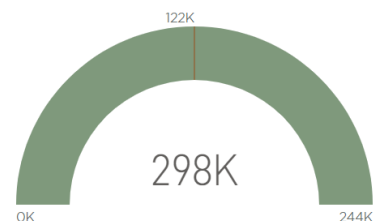
Melbourne East budget notes:

1. Giving budget reflects a 6% increase on actual giving received in the 2022 financial year plus a special campaign with a target of \$60K.
2. Central funding is calculated on 22.5% of budgeted income, funding centralised ministry and operations support to East, including communications, operations, ministry, and leadership.
3. Staffing includes the addition of Ministry Director (1FTE) and Services Coordinator (0.4FTE).
4. Occupancy increases relate full year of Melbourne East office (And utilities/outgoings) and increase/full year of services at phoenix park.
5. Increase in operations relates to pastoral oversight program as part of Melbourne East's professional development budget.
6. Ministry budgets include continued and consistent investment in local ministry across all areas.
7. Partnership costs have increased due to previously agreed upon Anglican Assessment increases which have been apportioned to each location based on local revenue. Plus distribution of 60K raised in the planned special campaign (See 1.).
8. Capital expenditure include upgrades to AVL equipment for Sunday venue.

Kingdom fund investment notes:

The 2023 budget reflects a \$60K dip into Available Kingdom Funds. Total funds remain beneath the maximum allowed under current policy. 2023 will be a year of investment into staffing and capital expenditure with the aim that the investment in staffing growth will become sustainable in the 2024 financial year with church growth as more people are pastored and cared for by the growing team.

Kingdom Funds - Melbourne East



CITY ON A HILL SURF COAST

	Surf Coast			
	2023 Budget	2022 Forecast	Change (%)	Change (\$)
☐ Revenue	159,533	122,719	30.00 %	36,814
☐ Giving	159,533	122,719	30.00 %	36,814
☐ Other income	7,000	-	-100.00 %	7,000
Total Revenue	166,533	122,719	35.70 %	43,814
☐ Transfers	-21,197	800	-2748.18 %	-21,998
☐ Central ministry & operations	-36,000	-33,600	7.14 %	-2,400
☐ Church planting transfers	14,803	34,400	-56.97 %	-19,598
Total Transfers	-21,197	800	-2748.18 %	-21,998
☐ Expenses	156,408	146,707	6.61 %	9,701
☐ Ministry	21,715	12,420	74.83 %	9,295
☐ Occupancy	5,512	7,829	-29.59 %	-2,317
☐ Operations	3,546	3,000	18.20 %	546
☐ Partnerships	6,120	4,217	45.12 %	1,903
☐ Staffing	119,515	119,241	0.23 %	274
☐ Other expenses	-	-	-100.00 %	0
Total Expenses	156,408	146,707	6.61 %	9,701
EBITDA	-11,073	-23,188	-52.25 %	12,115
☐ Capital Expenditure	8,470	2,878	194.26 %	5,592
Cash Profit (Loss)	-19,543	-26,066	-25.03 %	6,524

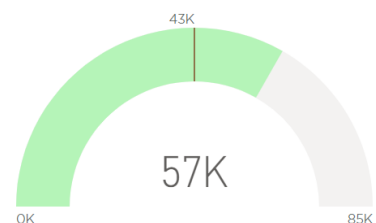
Surf Coast budget notes:

1. Giving budget includes a 30% increase throughout 2023 with goal to grow congregation closer towards self-sustainability. This is an 8% increase on previous quarter giving in surf coast (Pro rata).
2. Central funding is calculated on 22.5% of budgeted income, funding centralised ministry and operations support to Surf Coast, including communications, operations, ministry, and leadership.
3. Church planting support continues, both from the general movement fund and external partner organisations.
4. No staffing changes are budgeted for surf coast from current staffing arrangements (1.2FTE)
5. Occupancy decrease due to current venue arrangements are less than actuals at the beginning of 2022FY. Surf Coast plans to continue to meet at St Wilfreds in the coming year.
6. Increase in operations relates to pastoral oversight program as part of Surf Coast's professional development budget.
7. Ministry budgets are set to increase from prior year proportionate with local growth.
8. Partnership costs have increased due to previously agreed upon Anglican Assessment increases which have been apportioned to each location based on local revenue.

Kingdom fund investment notes:

The 2023 budget reflects a \$19.5K dip into Available Kingdom Funds. Kingdom funds available are largely due to distributions from the bless Geelong campaign and CPF contributions. Use of kingdom funds will place Surf Coast at approximately 3 months quarantined and nil available for use at year end, as is the approach for churches in the planting phase, still in need of movement support.

Kingdom Funds - Surf Coast



CITY ON A HILL GOLD COAST

	Gold Coast			
	2023 Budget	2022 Forecast	Change (%)	Change (\$)
☐ Revenue	236,000	143,356	64.63 %	92,644
☐ Giving	216,000	112,949	91.24 %	103,051
☐ Gospel patrons & grants	20,000	30,407	-34.23 %	-10,407
☐ Other income	-	-	-100.00 %	0
Total Revenue	236,000	143,356	64.63 %	92,644
☐ Transfers	-22,276	13,133	-269.63 %	-35,409
☐ Central ministry & operations	-50,400	-34,800	44.83 %	-15,600
☐ Church planting transfers	23,224	41,933	-44.62 %	-18,709
☐ Other transfers	4,900	6,000	-18.33 %	-1,100
Total Transfers	-22,276	13,133	-269.63 %	-35,409
☐ Expenses	237,539	149,655	58.72 %	87,884
☐ Ministry	23,020	21,450	7.32 %	1,570
☐ Occupancy	13,780	6,815	102.20 %	6,965
☐ Operations	13,709	9,191	49.16 %	4,518
☐ Partnerships	2,160	929	132.56 %	1,231
☐ Staffing	184,870	111,270	66.15 %	73,600
☐ Other expenses	-	0	-100.00 %	-
Total Expenses	237,539	149,655	58.72 %	87,884
EBITDA	-23,815	6,834	-448.48 %	-30,649
☐ Capital Expenditure	9,570	83	11384.46 %	9,487
Cash Profit (Loss)	-33,385	6,751	-594.54 %	-40,135

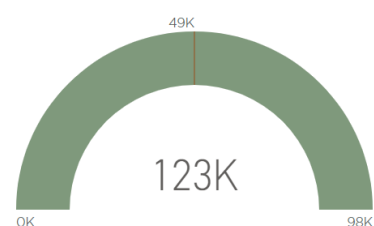
Gold Coast budget notes:

1. Giving budget includes a 64% increase throughout 2023 with goal to grow congregation closer towards self-sustainability. This is an 57% increase on previous quarter giving for the Gold Coast (Pro rata)
2. Central funding reduced, calculated at 23.5% of budgeted income, funding centralised ministry and operations support to Gold Coast, including communications, operations, ministry, and leadership, less a provision granted for travel.
3. Church planting support continues, both from the general movement fund and external partner organisations.
4. Staffing includes the addition of the already appointed Associate Pastor who is expected to greatly assist with the growing of the Gold Coast congregation in the coming year.
5. Increase in Occupancy allows for additional ministry space for Sunday services.
6. Increase in Operations relates to pastoral oversight program as part of Gold Coast's professional development budget.
7. Ministry budgets are set to increase from prior year with local growth.
8. Continued partnership contribution to Acts 29 church planting network.
9. Capital Expenditure includes investment into IT needs for new and existing staff and some investment into Sunday AVL equipment.

Kingdom fund investment notes:

The 2023 budget includes a significant \$33K dip into Available Kingdom Funds. Total funds are above the maximum retention under current policy. Special effort has been made to invest kingdom funds available to Gold Coast consistent with the desires of supporters who have largely contributed to the balance of funds available. This includes the addition of an Associate Pastor (Hired) which will fuel local growth and build towards sustainability.

Kingdom Funds - Gold Coast



CITY ON A HILL WOLLONGONG

	Wollongong			
	2023 Budget	2022 Forecast	Change (%)	Change (\$)
☐ Revenue	85,000	69,095	23.02 %	15,905
☐ Giving	85,000	69,095	23.02 %	15,905
☐ Other income	-	1,000	-100.00 %	-1,000
Total Revenue	85,000	70,095	21.26 %	14,905
☐ Transfers	76,809	74,068	3.70 %	2,742
☐ Central ministry & operations	-20,400	-19,200	6.25 %	-1,200
☐ Church planting transfers	93,289	89,268	4.51 %	4,022
☐ Other transfers	3,920	4,000	-2.00 %	-80
Total Transfers	76,809	74,068	3.70 %	2,742
☐ Expenses	187,925	152,604	23.15 %	35,321
☐ Ministry	14,880	13,761	8.13 %	1,119
☐ Occupancy	34,174	25,031	36.53 %	9,144
☐ Operations	11,385	7,630	49.21 %	3,755
☐ Partnerships	850	92	823.91 %	758
☐ Staffing	126,635	106,090	19.37 %	20,546
☐ Other expenses	-	1	-100.00 %	-1
Total Expenses	187,925	152,605	23.14 %	35,320
EBITDA	-26,115	-8,443	209.33 %	-17,673
☐ Capital Expenditure	4,620	110	4084.02 %	4,510
Cash Profit (Loss)	-30,735	-8,553	259.35 %	-22,182

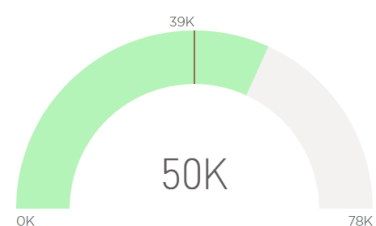
Wollongong budget notes:

1. Giving budget includes a 23% increase from 2022 actuals with goal to grow congregation closer towards self-sustainability. This is an 8% increase on previous quarter giving for Wollongong (Pro rata).
2. Central funding reduced, calculated at 23.5% of budgeted income, funding centralised ministry and operations support to Wollongong including communications, operations, ministry, and leadership, less a provision granted for travel.
3. Church planting support continues, both from the general movement fund and external partner organisations.
4. Staffing includes replacement of City Kids Coordinator.
5. Occupancy increase budgeted due to uncertainty regarding Wollongong's future venue arrangements.
6. Increase in Operations relates to pastoral oversight program as part of Wollongong's professional development budget.
7. Ministry budgets are set to increase from prior year with local growth.
8. Partnerships include contribution to Acts 29 church planting network.

Kingdom fund investment notes:

The 2023 budget reflects a \$30K dip into Available Kingdom Funds. Kingdom funds available are largely due to CPF contributions. Use of kingdom funds will place Wollongong at approximately 2.5 months quarantined and nil available for use at year end, as Wollongong is only in its second year of planting, budgeting and distributions in future years will aim to provide Wollongong with 3 months quarantined kingdom funds and nil available funds when CPF support ends and the church achieves self-sustainability.

Kingdom Funds - Wollongong





CITY ON A HILL WHITTINGTON

	Whittington			
	2023 Budget	2022 Forecast	Change (%)	Change (\$)
☐ Revenue	60,656	30,328	100.00 %	30,328
☐ Giving	60,656	30,328	100.00 %	30,328
☐ Other income	-	-	-100.00 %	0
Total Revenue	60,656	30,328	100.00 %	30,328
☐ Transfers	61,800	38,345	61.17 %	23,455
☐ Central ministry & operations	-13,200	-	-100.00 %	-13,200
☐ Church planting transfers	75,000	15,000	400.00 %	60,000
☐ Other transfers	-	23,345	-100.00 %	-23,345
Total Transfers	61,800	38,345	61.17 %	23,455
☐ Expenses	103,687	1,953	5207.93 %	101,733
☐ Ministry	13,750	1,039	1223.14 %	12,711
☐ Occupancy	2,400	414	479.39 %	1,986
☐ Operations	2,260	500	351.99 %	1,760
☐ Staffing	85,277	-	-100.00 %	85,277
☐ Other expenses	-	0	-100.00 %	-
Total Expenses	103,687	1,953	5207.95 %	101,733
EBITDA	18,769	66,719	-71.87 %	-47,950
☐ Capital Expenditure	17,700	51,877	-65.88 %	-34,177
Cash Profit (Loss)	1,069	14,842	-92.80 %	-13,773

Whittington budget notes:

Whittington is City on a Hill's 9th church plant, launched publicly on the Sunday of City on a Hill's 15 year anniversary in October 2022. The movement is prepared and committed to supporting Peter Steven (Planting Pastor) and the congregation in this venture as this plant plans to seek the lost in a region where the gospel is greatly needed.

1. The core team in Whittington has already been financially contributing towards the plant since January 2022. The 2023 budget hopes to double giving received between January and August 2022 during the 2023 financial year.
2. Central funding is calculated on 22.5% of budgeted income, funding centralised ministry and operations support to Whittington, including communications, operations, ministry, and leadership.
3. General church planting support commences and secured external partner organisation support continues in 2023.
4. Staffing includes Planting Pastor plus 0.2FTE staffing support from November 2022.
5. Occupancy includes minor maintenance on current venue provided by diocese.
6. Operations include professional development for Peter and merchant fees for credit card donations.
7. A modest Ministry budget has been allocated for the 2023 financial year.
8. Partnerships include contribution to Acts 29 church planting network.

Kingdom fund investment notes:

As City on a Hill Whittington is a new church plant, no available or quarantined kingdom funds are retained at the beginning of the year. CPF funding has been adjusted to ensure Whittington achieves a nil profit position for 2023 financial year.



CHURCH PLANTING (Including Ballarat Pre-plant Phase)

	Church Planting			
	2023 Budget	2022 Forecast	Change (%)	Change (\$)
☐ Revenue	866,816	492,423	76.03 %	374,392
☐ Giving	130,500	83,595	56.11 %	46,905
☐ Gospel patrons & grants	736,316	408,828	80.10 %	327,488
☐ Other income	-	0	-100.00 %	-
Total Revenue	866,816	492,423	76.03 %	374,392
☐ Transfers	-335,360	-291,039	15.23 %	-44,320
☐ Central ministry & operations	-7,200	-	-100.00 %	-7,200
☐ Church planting transfers	-326,160	-183,101	78.13 %	-143,059
☐ Other transfers	-2,000	-107,939	-98.15 %	105,939
Total Transfers	-335,360	-291,039	15.23 %	-44,320
☐ Expenses	403,432	148,038	172.52 %	255,395
☐ Ministry	3,600	750	380.00 %	2,850
☐ Operations	2,734	2,225	22.91 %	510
☐ Partnerships	35,000	27,500	27.27 %	7,500
☐ Staffing	362,098	117,563	208.00 %	244,535
☐ Other expenses	-	-	-100.00 %	0
Total Expenses	403,432	148,038	172.52 %	255,395
EBITDA	128,024	53,346	139.99 %	74,677
☐ Capital Expenditure	27,050	-	-100.00 %	27,050
Cash Profit (Loss)	100,974	53,346	89.28 %	47,627

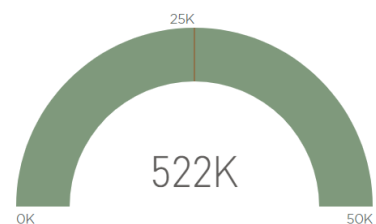
Church Planting budget notes:

1. Giving budget includes a target of 100K raised for the church planting fund plus nominal 30K budget of giving from the future Ballarat congregation in the 2023 financial year.
2. Gospel Patron and Grants include secured grant funding for the planting of new City on a Hill congregations.
3. Distribution of church planting funds has increased this year with four churches in the planting phase.
4. Staffing includes additions of a Church Planting Director (February 2023) 4 Church Planting Residents to be hired throughout the 2023 financial year to prepare to plant our next churches (funded by item 2.).
5. Operations includes merchant fees from online donations.
6. Partnerships includes 50% of the church planting portion of Melbourne Diocese Assessment (contribution to local planting).
7. Capital expenditure includes IT needs for new residents and church planting director, plus AVL equipment for Ballarat (budgeted Sept 2023).

Church Planting Kingdom fund investment:

Kingdom funds are expected to grow in 2023 with the receipt of secured grants that outweighs 2023 expenditure. Further investment of Kingdom funds will be required in 2024-2026 as planting continues, with the establishment of congregations for 2023's new budgeted residents. Though there is only one more year of significant grant support (2024), clear vision and goals will be established for each planter and new congregation in the coming year which will mean there are opportunities within and external to City on a Hill to raise further funding to see these new congregations to self-sufficiency.

Kingdom Funds - Church Planting



MANY ROOMS

	Many Rooms Ltd			
	2023 Budget	2022 Forecast	Change (%)	Change (\$)
☐ Revenue	216,801	206,151	5.17 %	10,650
☐ Giving	138,051	138,174	-0.09 %	-123
☐ Gospel patrons & grants	78,750	67,978	15.85 %	10,772
☐ Other income	-	46	-100.00 %	-46
Total Revenue	216,801	206,197	5.14 %	10,604
☐ Transfers	35,000	48,000	-27.08 %	-13,000
☐ Central ministry & operations	-15,000	-15,000	-	-
☐ DGR distributions	50,000	63,000	-20.63 %	-13,000
Total Transfers	35,000	48,000	-27.08 %	-13,000
☐ Expenses	399,079	216,185	84.60 %	182,895
☐ Ministry	140,010	28,627	389.08 %	111,383
☐ Occupancy	8,268	14,830	-44.25 %	-6,562
☐ Operations	15,303	2,116	623.27 %	13,187
☐ Staffing	235,499	170,612	38.03 %	64,887
☐ Other expenses	-	-	-100.00 %	0
Total Expenses	399,079	216,185	84.60 %	182,895
EBITDA	-147,278	38,013	-487.45 %	-185,291
☐ Capital Expenditure	115,870	1,605	7120.90 %	114,265
Cash Profit (Loss)	-263,148	36,408	-822.78 %	-299,556

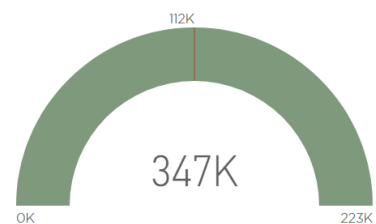
Many Rooms budget notes:

1. Giving in 2023 budgeted based on Nil increase of 2022 actuals. This is due to all communications for new tax deductible giving pointing to the City on a Hill Foundation which provides more freedom of fund use between Many Rooms and City on a Hill Foundation.
2. Grant income is 75% secured funding from the federal government for the Community Visitors Scheme. It is budgeted and expected that this funding will continue through quarter four and beyond, securing the remaining 25% of funding.
3. Staffing budget includes increasing mercy staffing nationally to lead and pioneer new mercy ministry.
4. Occupancy expenses are budgeted to reduce as the Friday night kitchen is being replaced with Many Rooms Mobile food service.
5. Operations increase is due to maintenance of Many Rooms Mobile Vehicle.
6. Ministry expense increase is due to the existing mercy innovation funds set aside in the amount of \$120K to help seed fund new mercy initiatives across the movement.
7. Capital Expenditure related to the approved purchase of the Many Rooms Mobile Van.

Many Rooms Kingdom fund investment:

Kingdom fund investment of \$263K in 2022 includes significant investment into mercy ministry including a provision of \$120K to invest into local mercy ministries and the purchase of the Many Rooms Mobile Van. Therefore 2023 Many Rooms will invest 235K in seed funded initiatives that will not repeat in future years. These initiatives are likely to lead to further giving received into City on a Hill Foundation as giving follows vision. At the end of 2023 financial year, Many Rooms will have 3 Month quarantined kingdom funds which means a planned use of excess kingdom funds in the legal entity. Excess funds in Many Rooms isn't desirable as it restricts the use of funds when they may be needed elsewhere. Many Rooms retained kingdom funds are best viewed alongside foundation kingdom funds as the foundation can distribute to Many Rooms as it has need.

Kingdom Funds - Many Rooms





MOVEMENT MINISTRIES & OPERATIONS

	Central			
	2023 Budget	2022 Forecast	Change (%)	Change (\$)
☐ Revenue	195,000	458,328	-57.45 %	-263,328
☐ Giving	25,000	52,208	-52.11 %	-27,208
☐ Gospel patrons & grants	170,000	406,120	-58.14 %	-236,120
☐ Other income	133,564	66,182	101.81 %	67,382
Total Revenue	328,564	524,509	-37.36 %	-195,946
☐ Transfers	954,774	696,950	36.99 %	257,824
☐ Central ministry & operations	1,059,000	982,200	7.82 %	76,800
☐ Church planting transfers	119,844	-	-100.00 %	119,844
☐ Grant transfers	-140,000	-271,250	-48.39 %	131,250
☐ Other transfers	-84,070	-14,000	500.50 %	-70,070
Total Transfers	954,774	696,950	36.99 %	257,824
☐ Expenses	1,369,864	1,237,400	10.71 %	132,464
☐ Ministry	84,079	115,614	-27.28 %	-31,535
☐ Occupancy	69,991	24,364	187.27 %	45,627
☐ Operations	321,941	266,640	20.74 %	55,300
☐ Partnerships	-	-2,292	-100.00 %	2,292
☐ Staffing	893,854	833,074	7.30 %	60,780
☐ Other expenses	-	42	-100.00 %	-42
Total Expenses	1,369,864	1,237,442	10.70 %	132,422
EBITDA	-86,527	-15,983	441.37 %	-70,544
☐ Capital Expenditure	13,800	11,495	20.05 %	2,305
Cash Profit (Loss)	-100,327	-27,478	265.11 %	-72,848

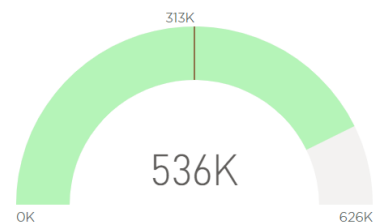
Central budget notes:

- Grant income includes Central and Melbourne portions of secured grants with the Melbourne portion being transferred to Melbourne in the "Grant Transfers" line.
- Other income includes ticket sales and sponsorships for 2023 City on a Hill Conference.
- Central funding has reduced by 1% from 2022 budget for non-ADOM churches and is based upon budgeted income (23.5% COAHML / 22.5% ADOM).
- Church planting transfers is based on church plant expenditure, less church plant contributions to allow for central scaling as new plants are planned.
- Occupancy includes venue costs for 2023 City on a Hill Conference.
- Operations increase includes software additions made during the year (HRIS/Payroll, Financial Reporting), Speaker flights for 2023 conference.
- Staffing includes additions of HR Officer during the year (0.6FTE) and additional 1.1FTE TBC.

Central Kingdom fund investment:

Kingdom fund investment of 103K will help scale the central team to support the planting of City on a Hill's next churches and current four in their planting phase. This is a significant withdrawal of available kingdom funds, though with the scaling of movement the investment is required to support local churches and will become sustainable as churches are planted and local giving grows.

Kingdom Funds - Central





CITY ON A HILL FOUNDATION

	City on a Hill Foundation			
	2023 Budget	2022 Forecast	Change (%)	Change (\$)
▣ Revenue	407,403	407,902	-0.12 %	-499
▣ Giving	407,403	407,902	-0.12 %	-499
▣ Other income	-	-	-100.00 %	0
Total Revenue	407,403	407,902	-0.12 %	-499
▣ Transfers	-447,000	-297,500	50.25 %	-149,500
▣ DGR distributions	-447,000	-297,500	50.25 %	-149,500
Total Transfers	-447,000	-297,500	50.25 %	-149,500
▣ Expenses	15,000	42,777	-64.93 %	-27,777
▣ Operations	-	5,977	-100.00 %	-5,977
▣ Partnerships	15,000	36,800	-59.24 %	-21,800
▣ Other expenses	-	-	-100.00 %	0
Total Expenses	15,000	42,777	-64.93 %	-27,777
EBITDA	-54,597	67,625	-180.74 %	-122,222

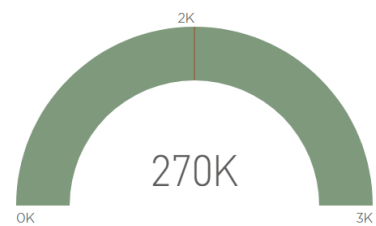
Foundation budget notes:

1. Giving in 2023 budgeted based on 0% increase of 2022 actuals. Foundation experienced some very large one off gifts during the 2022 financial year and repeating total giving performance in 2023 would be considered a success.
2. Distributions of \$397,000 and \$50,000 to City on a Hill Creative and Many Rooms respectively.
3. Partnerships include donations to Pioneers for ongoing mission work in India led by City on a Hill Geelong.

Foundation Kingdom fund investment:

City on a Hill Foundation will contribute 54K of kingdom funds between City on a Hill Creative and Many Rooms as part of the 2023 budget.

Kingdom Funds - Foundation





CITY ON A HILL CREATIVE

	City on a Hill Creative			
	2023 Budget	2022 Forecast	Change (%)	Change (\$)
☐ Revenue	50,000	50,000	-	-
☐ Giving	-	50,000	-100.00 %	-50,000
☐ Gospel patrons & grants	50,000	-	-100.00 %	50,000
☐ Other income	-	9,159	-100.00 %	-9,159
Total Revenue	50,000	59,159	-15.48 %	-9,159
☐ Transfers	397,000	234,500	69.30 %	162,500
☐ DGR distributions	397,000	234,500	69.30 %	162,500
Total Transfers	397,000	234,500	69.30 %	162,500
☐ Expenses	446,123	348,802	27.90 %	97,321
☐ Occupancy	38,280	27,000	41.78 %	11,280
☐ Operations	7,548	5,531	36.47 %	2,017
☐ Staffing	400,295	316,271	26.57 %	84,023
☐ Other expenses	-	-	-100.00 %	0
Total Expenses	446,123	348,802	27.90 %	97,321
EBITDA	877	-55,143	-101.59 %	56,021
☐ Capital Expenditure	-	42	-100.00 %	-42
Cash Profit (Loss)	877	-55,185	-101.59 %	56,062

Creative budget notes:

1. In 2023 the City on a Hill Foundation is expected to be the primary funder for Creative (DGR Distributions), along with 50K contributed from secured patrons.
2. Shared resource transfers include reallocation of various staff roles across the movement that are predominately creative in nature, due to their roles relating to the production or promotion of Christian music, film, television or other art forms consistent with ROCO rules.
3. Operations budget relates to certain software requirements of City on a Hill's Creative teams.

Kingdom fund investment:

Kingdom funds are planned to remain close to Creative's 3 months of expenditure quarantined target with excess funds retained in City on a Hill Foundation to provide future flexibility as to how the funds can be used. It is not desirable to hold more than the minimum requirement of kingdom funds in City on a Hill Creative as this exposes the funds to risk should legislation change that affects the use of the funds in future.

