



CITY ON A HILL BUDGET

1 October 2023 - 30 September 2024



EXECUTIVE SUMMARY

This budget has been prepared in line with the strategic ministry priorities of City on a Hill, with each divisional budget prepared in consultation with and the support of the local lead pastors, and leadership teams across the movement.

The 2024 Financial Year budget will be City on a Hill's largest to date and is expected to see approximately \$6.7 million in revenue raised to fuel gospel ministry across the churches. Giving budgets have been prepared considering local factors and context, including local vision, attendance trends, venue factors, with consideration to the broader economic environment. Typically, this means that our established churches not reliant on church planting fund support have budgeted growth between 2% and 5%, while those with church planting fund subsidy have higher giving growth targets to move towards local sustainability.

Total investment into gospel ministry for the year is expected to be \$7.4 million, including capital expenditure of \$480k. This total spend is expected to result in a total loss of approximately \$775k to be funded by historically accumulated kingdom funds (retained earnings) across the Movement. After the completion of the financial year, all established churches will have retained kingdom fund balances within the 'healthy range' of between 3 to 6 months operating expenditure.

Notable features of this budget include:

- a. Church Planting
 - The public launch of our 10th church, City on a Hill Ballarat
 - New church planting residents to be trained and prepared for future church plants.
 - Continued support of City on a Hill Surf Coast, Gold Coast, Wollongong, Whittington and Ballarat.
- b. Local church ministry & mission
 - New mission initiatives to fuel evangelism and local mission.
 - Venue development at City on a Hill Whittington and City on a Hill Melbourne West.
 - Expansion of 'the Living Room' program of Many Rooms.
 - New staffing across the movement, including: +0.8FTE Next Generation Staff, +0.9FTE Church Planting Coordinators, +1.0FTE Associate Ministers +2.0FTE Church Planters.
- c. Movement ministry and unity
 - Hosting of the 2024 City on a Hill Conference.
 - Scaling movement operations and ministry functions to support the growing movement of churches.

This budget has been endorsed by the City on a Hill finance committee and approved by the City on a Hill Movement Council, and we commend it to you, our congregations, for your support, wisdom and prayers.

Ian Scarborough
Executive Director – Ministry & Operations

Peter Hill
Finance Director



BUDGET SUMMARY (LOCAL CHURCHES)

	Melbourne	Geelong	Melbourne West	Brisbane	Melbourne East	Surf Coast	Gold Coast	Wollongong	Whittington	Ballarat
INCOME	1,715,362	746,376	489,053	586,079	867,080	194,641	211,100	126,101	100,000	90,155
Giving	1,615,362	717,278	489,053	586,079	867,080	188,641	211,100	126,101	100,000	90,155
Gospel Patrons & Grants	100,000	-	-	-	-	-	-	-	-	-
Other Income	-	29,098	-	-	-	6,000	-	-	-	-
TRANSFERS	(316,861)	(184,518)	(120,072)	(146,412)	(214,612)	(34,187)	2,877	32,657	49,200	65,695
Central ministry & operations	(386,400)	(168,000)	(110,400)	(128,830)	(195,600)	(42,000)	(42,526)	(25,560)	(22,800)	(21,600)
Charity Transfers	-	-	-	-	-	-	-	-	-	-
Grant transfers	70,000	-	-	-	-	-	-	-	-	-
CPF transfers	(48,461)	(21,518)	(14,672)	(17,582)	(26,012)	7,813	45,403	58,217	72,000	87,295
Other Transfers	48,000	5,000	5,000	-	7,000	-	-	-	-	-
TOTAL OPERATING INCOME	1,398,502	561,857	368,981	439,666	652,467	160,454	213,977	158,758	149,200	155,850
LESS OPERATING EXPENSES	1,405,583	557,080	382,751	509,245	669,731	165,884	258,865	172,597	146,982	152,700
Ministry Staffing	917,746	356,419	267,056	309,804	472,130	126,834	203,721	118,168	116,632	126,449
Occupancy	295,847	36,157	18,500	136,013	114,157	6,616	14,990	23,208	12,588	11,004
Operations	45,889	27,504	7,795	26,428	14,544	5,934	17,154	13,221	2,762	3,247
Ministry	100,000	61,000	25,000	36,000	48,000	22,500	23,000	18,000	15,000	12,000
Partnerships	46,100	76,000	64,400	1,000	20,900	4,000	-	-	-	-
OPERATING PROFIT / (LOSS)	(7,081)	4,777	(13,770)	(69,579)	(17,263)	(5,430)	(44,888)	(13,839)	2,218	3,150
ADJUSTMENTS FOR CASH PROFIT / (LOSS)										
Capital Expenditure	22,825	7,920	205,920	9,790	12,650	5,720	2,970	4,950	111,870	6,655
TOTAL CASH PROFIT / (LOSS)	(29,906)	(3,143)	(219,690)	(79,369)	(29,913)	(11,149)	(47,858)	(18,789)	(109,652)	(3,505)



BUDGET SUMMARY (MOVEMENT MINISTRY & OPERATIONS)

	Church Planting	Central	City on a Hill Foundation	City on a Hill Creative	Many Rooms Ltd	Total
INCOME	556,035	216,083	564,376	-	242,319	6,704,759
Giving	135,827	22,500	564,376	-	75,080	5,788,632
Gospel Patrons & Grants	420,208	100,000	-	-	167,239	787,447
Other Income	-	93,583	-	-	-	128,681
		-				
TRANSFERS	(241,183)	1,154,516	(481,000)	419,500	14,400	-
Central ministry & operations	3,600	1,187,216	(1,000)	(500)	(45,600)	-
Charity Transfers	-	-	(480,000)	420,000	60,000	-
Grant transfers	-	(70,000)	-	-	-	-
CPF transfers	(230,283)	87,800	-	-	-	-
Other Transfers	(14,500)	(50,500)	-	-	-	-
TOTAL OPERATING INCOME	314,853	1,370,599	83,376	419,500	256,719	6,704,759
		-				
LESS OPERATING EXPENSES	432,149	1,415,645	70,681	450,536	382,834	7,173,264
Ministry Staffing	269,070	867,629	-	372,347	290,577	4,814,582
Occupancy	-	72,220	-	38,280	3,180	782,761
Operations	9,073	284,536	9,281	9,909	6,957	484,234
Ministry	20,000	191,260	-	30,000	82,120	683,880
Partnerships	134,007	-	61,400	-	-	407,807
OPERATING PROFIT / (LOSS)	(117,297)	(45,046)	12,696	(31,036)	(126,116)	(468,504)
ADJUSTMENTS FOR CASH PROFIT / (LOSS)						
Capital Expenditure	3,740	11,495	-	-	-	406,505
TOTAL CASH PROFIT / (LOSS)	(121,037)	(56,541)	12,696	(31,036)	(126,116)	(875,009)



CONSOLIDATED CITY ON A HILL GROUP BUDGET

	2024 Budget	2023 Forecast	Change (%)	Change (\$)
☐ Revenue	6,576,079	6,916,927	-5%	-340,848
☒ Giving	5,788,632	5,525,107	5%	263,524
☒ Giving - Special Campaigns	-	223,668	-100%	-223,668
☒ Gospel patrons & grants	787,447	1,168,152	-33%	-380,705
☒ Other income	130,181	298,349	-56%	-168,169
Total Revenue	6,706,259	7,215,277	-7%	-509,017
Total Transfers	-	-	-100%	-
☐ Expenses	7,161,264	6,339,760	13%	821,503
☒ Ministry	675,880	525,605	29%	150,275
☒ Occupancy	770,761	769,182	0%	1,579
☒ Operations	492,234	532,173	-8%	-39,939
☒ Partnerships	407,807	289,539	41%	118,268
☒ Staffing	4,814,582	4,223,262	14%	591,320
☒ Other expenses	13,500	3,561	279%	9,939
Total Expenses	7,174,764	6,343,321	13%	831,442
EBITDA	-468,504	871,955	-154%	-1,340,459
☒ Capital Expenditure	406,505	159,653	155%	246,852
Cash Profit (Loss)	-875,009	712,302	-223%	-1,587,311

1. Giving

2024 giving budgets include a multi-tiered approach to budgeting, where the tier 1 budget represents the true budget reflected in location profit and loss, and the tier 2 budget an adjusted higher giving target to fuel growth and/or reduce future need for supplementary funding. Tier 1 budgets have been set according to historical growth by location for established churches, considering local contexts and staff teams, while churches still receiving Church Planting Fund support have higher growth modelling to grow toward becoming self-funding. Giving budgets have been prepared in consultation with local Lead Pastors who are supportive of growth assumptions.

	Melbourne	Geelong	Melbourne West	Melbourne East	Surf Coast	Whittington	Brisbane	Gold Coast	Wollongong	Ballarat
Prior Year (\$)	1,583,689	683,122	465,765	825,791	157,201	84,382	558,184	167,429	100,881	29,503
Tier 1 (\$)	1,615,362	717,278	489,053	867,080	188,641	100,000	586,079	211,100	126,101	90,155
% Increase	2.00%	5.00%	5.00%	5.00%	20.00%	18.51%	5.00%	26.08%	25.00%	205.58%
Tier 2 (\$)	1,704,368	726,822	521,750	902,724	217,795		620,471	277,670	181,087	
% Increase	7.62%	6.40%	12.02%	9.32%	38.55%		11.16%	65.84%	79.51%	

Special Fund	Foundation	Many Rooms	Church Planting
Prior Year (\$)	564,376	75,080	135,827
Tier 1 (\$)	564,376	75,080	135,827
% Increase	0.00%	0.00%	0.00%

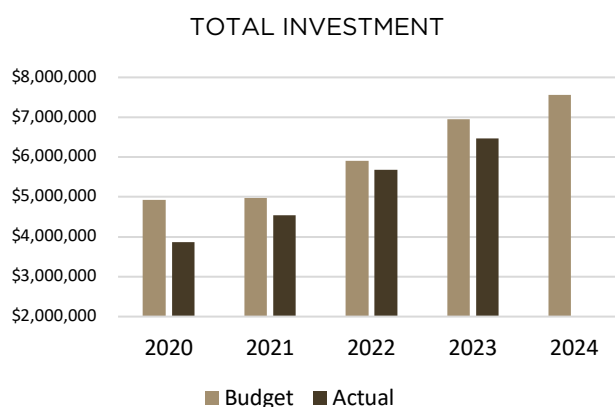


2. External grants

The 2024 budget includes \$787,447 of various secured grant receipts to continue to support church planting, new discipleship and mission initiatives, and externally funded mercy ministries.

3. Total cash investment in ministry

Total investment in ministry and mission (\$7,567,769) will be our largest budget to date. This increase is a result of broad growth across the movement churches and ministries. Most notably the budget includes the public launch of City on a Hill's 10th church and the raising up of new planters in the movement's church planting fund.



4. Staffing

Staffing increases across the movement of 6.1 FTE are planned (currently 46 FTE) including roles in mercy, worship, associate ministers, church planting and city kids ministers. Total staffing headcount by the end of the year is budgeted to be 70 individuals.

Staffing FTE Changes				
Cost Centre	1 October 2023	30 September 2024	Change	Notes
Ballarat	1	1.4	0.4	Addition: City Kids Ballarat (+0.4FTE Jan24)
Brisbane	2.8	3.4	0.6	Addition: Associate Pastor (+1FTE Oct23), Reduction City Kids Coordinator (-0.4FTE Oct23)
Central	12.4	14.4	2	Addition: Mercy (+1.6FTE Jan-Mar24), Reallocations: AVL (+0.2FTE Oct23), Projects (+0.2FTE Oct23)
Geelong	4	4.1	0.1	Addition: Music (+0.4FTE Jan24) Admin (+0.1FTE Oct23), Reduction Services (-0.4FTE Dec23)
Gold Coast	2	2	0	No Change
Melbourne	12.2	11.8	-0.4	Reallocation: AVL (-0.2FTE Oct23), Projects (-0.2FTE Oct23)
Melbourne East	4.7	5.1	0.4	Addition: City Kids (0.4FTE Oct23)
Melbourne West	2.9	2.9	0	No Change
Surf Coast	1.4	1.4	0	No Change
Wollongong	1.2	1.2	0	No Change
Whittington	1.4	1.5	0.1	Addition: Mercy (0.1FTE Oct23)
Church Planting	0	2.9	2.9	Addition: Planting coordinator/s (0.9FTE Oct23), Planting Residents (2.0FTE Oct23 & Jan24)
Grand Total	46	52.1	6.1	

5. Ministry

Consolidated ministry investment in 2024 will increase significantly (+29%) from 2023, with additional allocation of funds towards leadership and church planter development, expansion of mercy ministry,

6. Occupancy

Occupancy budgets have remained relatively unchanged for 2024 due to an offsetting of some budget increases and reductions. Costs previously allocated to occupancy for the Many Rooms Kitchens have been reallocated to ministry programs. This have been offset by actual known increases in venues and a 4% budgeted increase for unknown increases in other venues in the 2024 budget.

7. Operations

Operations costs are planned to reduce in 2024 compared to prior year actuals, with lower expected travel and professional fees. Insurance and software costs are expected to increase next year.

8. Partnerships

Partnership increases include planned increases, largely associated with higher Anglican assessment following the formal custodianship of diocese property. Provision is also included for external leadership development through the MTS program at some church locations.

9. Capital expenditure

Significant capital expenditure is planned in 2024 with the continued building works for Melbourne West (\$200k) and Whittington (\$110k). Other capital expenditure includes routine technology and AVL replacements for churches as well as AVL equipment for Ballarat's public launch.

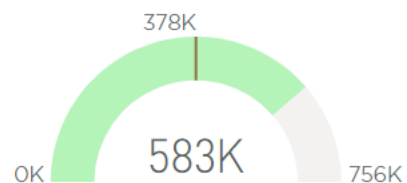
CITY ON A HILL MELBOURNE

	Melbourne			
	2024 Budget	2022 Forecast	Change (%)	Change (\$)
☐ Revenue	1,715,362	1,633,689	5.00 %	81,674
☐ Giving	1,615,362	1,583,689	2.00 %	31,674
☐ Gospel patrons & grants	100,000	50,000	100.00 %	50,000
☐ Other income	-	15,654	-100.00 %	-15,654
Total Revenue	1,715,362	1,649,343	4.00 %	66,019
☐ Transfers	-316,861	-167,200	89.51 %	-149,661
☐ Central ministry & operations	-386,400	-355,200	8.78 %	-31,200
☐ Church planting transfers	-48,461	-	-100.00 %	-48,461
☐ Grant transfers	70,000	140,000	-50.00 %	-70,000
☐ Other transfers	48,000	48,000	-	-
Total Transfers	-316,861	-167,200	89.51 %	-149,661
☐ Expenses	1,405,583	1,429,063	-1.64 %	-23,480
☐ Ministry	100,000	112,438	-11.06 %	-12,438
☐ Occupancy	295,847	283,522	4.35 %	12,325
☐ Operations	45,889	56,947	-19.42 %	-11,058
☐ Partnerships	46,100	74,444	-38.07 %	-28,344
☐ Staffing	917,746	901,711	1.78 %	16,035
☐ Other expenses	-	-	-100.00 %	0
Total Expenses	1,405,583	1,429,063	-1.64 %	-23,480
EBITDA	-7,081	53,080	-113.34 %	-60,161
☐ Capital Expenditure	22,825	14,536	57.02 %	8,289
Cash Profit (Loss)	-29,906	38,544	-177.59 %	-68,450

Melbourne budget notes:

1. Giving budget reflects a 2% increase on forecasted giving for the 2023 financial year (forecast as at Aug 2023).
2. Central funding is calculated on 22.5% of budgeted giving, funding centralised ministry and operations support to Melbourne, including communications, operations, ministry, and leadership.
3. Church planting transfers is a new vehicle to raise funds for planting, calculated at 3% of budgeted giving.
4. Grant transfers includes the final instalment of a secured grant to support discipleship and digital ministries in Melbourne.
5. Ministry expenses have decreased in the 2024 budget following reduction in prior year grants.
6. Occupancy includes office requirements and Sunday services (+4% provision for increase).
7. Operations includes professional development, merchant fees and workcover insurance.
8. Partnership costs have decreased due to the reallocation of Acts29 contributions and planting portions of Anglican Assessment to the church planting fund.
9. Staffing budget reflects re-allocation of roles: Project Manager -0.2 FTE to Central (Now 0.6FTE to Melbourne), Office Administration -0.5 FTE, and Production Coordinator -0.2 FTE to Central Creative (Now 0.6 FTE to Melbourne). Net remaining increase reflects remuneration reviews.
10. The 2024 budget reflects a small dip into Available Kingdom Funds.

Kingdom Funds - Melbourne

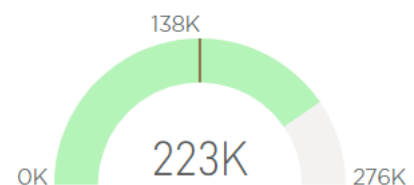


	Geelong			
	2024 Budget	2023 Forecast	Change (%)	Change (\$)
☐ Revenue	717,278	683,122	5.00 %	34,156
☐ Giving	717,278	683,122	5.00 %	34,156
☐ Other income	29,098	50,475	-42.35 %	-21,377
Total Revenue	746,376	733,597	1.74 %	12,779
☐ Transfers	-184,518	-126,600	45.75 %	-57,918
☐ Central ministry & operations	-168,000	-141,600	18.64 %	-26,400
☐ Church planting transfers	-21,518	-	-100.00 %	-21,518
☐ Other transfers	5,000	15,000	-66.67 %	-10,000
Total Transfers	-184,518	-126,600	45.75 %	-57,918
☐ Expenses	545,080	583,348	-6.56 %	-38,268
☐ Ministry	61,000	74,398	-18.01 %	-13,398
☐ Occupancy	24,157	37,117	-34.92 %	-12,960
☐ Operations	27,504	24,421	12.63 %	3,083
☐ Partnerships	76,000	75,100	1.20 %	900
☐ Staffing	356,419	372,312	-4.27 %	-15,893
☐ Other expenses	12,000	3,885	208.89 %	8,115
Total Expenses	557,080	587,233	-5.13 %	-30,153
EBITDA	4,777	19,764	-75.83 %	-14,987
☐ Capital Expenditure	7,920	6,276	26.20 %	1,644
Cash Profit (Loss)	-3,143	13,489	-123.30 %	-16,631

Geelong budget notes:

1. Giving budget reflects a 5% increase on forecasted giving for the 2023 financial year (forecast as at Aug 2023).
2. Central funding is calculated on 22.5% of budgeted giving, funding centralised ministry and operations support to Geelong, including communications, operations, ministry, and leadership.
3. Church planting transfers is a new vehicle to raise funds for planting, calculated at 3% of budgeted giving. Method for raising funds towards planting is flexible.
4. Ministry budgets are consistent with planned investment from the prior financial year, supporting local mission, community, Sunday services, and next generation ministries.
5. Operations includes Professional Development budgets, merchant fees and workcover insurance.
6. Partnership costs have decreased due to the reallocation of Acts29 contributions to the church planting fund.
7. Staffing will decrease in 2024 due to the reallocation of a staff member into the church planting fund as a future church planter. Other changes also include a contracted 0.4FTE role ending (grant funding finished), new 0.4FTE worship coordinator and a reduction of 0.1FTE in admin due to the resignation of an employee (Originally a 0.4FTE role, replaced at 0.3FTE).
8. The 2024 budget reflects a small dip into Available Kingdom Funds.

Kingdom Funds - Geelong



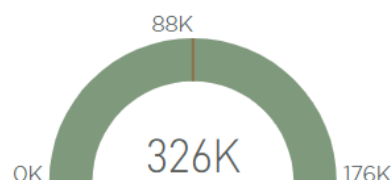
CITY ON A HILL MELBOURNE WEST

	Melbourne West			
	2024 Budget	2023 Forecast	Change (%)	Change (\$)
☐ Revenue	489,053	588,220	-16.86 %	-99,167
☐ Giving	489,053	465,765	5.00 %	23,288
☐ Giving - Special Campaigns	-	122,455	-100.00 %	-122,455
☐ Other income	-	4,200	-100.00 %	-4,200
Total Revenue	489,053	592,420	-17.45 %	-103,367
☐ Transfers	-120,072	-103,200	16.35 %	-16,872
☐ Central ministry & operations	-110,400	-103,200	6.98 %	-7,200
☐ Church planting transfers	-14,672	-	-100.00 %	-14,672
☐ Other transfers	5,000	-	-100.00 %	5,000
Total Transfers	-120,072	-103,200	16.35 %	-16,872
☐ Expenses	382,751	339,477	12.75 %	43,274
☐ Ministry	25,000	29,024	-13.86 %	-4,024
☐ Occupancy	18,500	25,903	-28.58 %	-7,403
☐ Operations	7,795	6,639	17.41 %	1,156
☐ Partnerships	64,400	30,249	112.90 %	34,151
☐ Staffing	267,056	247,662	7.83 %	19,394
☐ Other expenses	-	-	-100.00 %	0
Total Expenses	382,751	339,477	12.75 %	43,274
EBITDA	-13,770	149,743	-109.20 %	-163,513
☐ Capital Expenditure	205,920	15,042	1269.00 %	190,878
Cash Profit (Loss)	-219,690	134,701	-263.09 %	-354,391

Melbourne West budget notes:

1. Giving budget reflects a 5% increase on forecasted giving for the 2023 financial year (forecast as at Aug 2023).
2. Central funding is calculated on 22.5% of budgeted giving, funding centralised ministry and operations support to Melbourne West, including communications, operations, ministry, and leadership.
3. Church planting transfers is a new vehicle to raise funds for planting, calculated at 3% of budgeted giving. Method for raising funds towards planting is flexible.
4. Ministry budgets are consistent with planned investment from the prior financial year, supporting local mission, community, Sunday services, and next generation ministries.
5. Occupancy has reduced based on the assumption that Melbourne West will formally take custodianship of All Saints Footscray. Remaining costs in occupancy are utilities, rates etc.
6. Operations includes Professional Development budgets, merchant fees and workcover insurance.
7. Partnership costs have been budgeted to increase assuming full diocese assessment once custodianship has been taken of All Saints..
8. Staffing team remains unchanged.
9. Capital expenditure reflects investment in the Melbourne West venue, partially funded by a building campaign (\$120k to date). Existing kingdom funds will contribute the remainder of the venue upgrades required for Melbourne West
10. Melbourne West plans to utilise 200K of kingdom funds (including building campaign funds) towards building works. Further funds raised in the ongoing building campaign may contribute further to this investment and/or widen the scope of works completed.

Kingdom Funds - Melbourne West

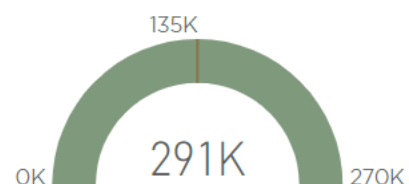


	Brisbane			
	2024 Budget	2023 Forecast	Change (%)	Change (\$)
☐ Revenue	586,079	569,559	2.90 %	16,520
☐ Giving	586,079	558,184	5.00 %	27,895
☐ Gospel patrons & grants	-	11,375	-100.00 %	-11,375
☐ Other income	-	46,084	-100.00 %	-46,084
Total Revenue	586,079	615,643	-4.80 %	-29,564
☐ Transfers	-146,412	-137,720	6.31 %	-8,692
☐ Central ministry & operations	-138,000	-146,400	-5.74 %	8,400
☐ Church planting transfers	-17,582	-	-100.00 %	-17,582
☐ Other transfers	9,170	8,680	5.65 %	490
Total Transfers	-146,412	-137,720	6.31 %	-8,692
☐ Expenses	509,245	465,098	9.49 %	44,147
☐ Ministry	36,000	34,630	3.96 %	1,370
☐ Occupancy	136,013	130,243	4.43 %	5,770
☐ Operations	26,428	27,685	-4.54 %	-1,257
☐ Partnerships	1,000	4,716	-78.80 %	-3,716
☐ Staffing	309,804	267,823	15.67 %	41,981
☐ Other expenses	-	0	-100.00 %	-
Total Expenses	509,245	465,098	9.49 %	44,147
EBITDA	-69,579	12,825	-642.51 %	-82,404
☐ Capital Expenditure	9,790	1,971	396.65 %	7,819
Cash Profit (Loss)	-79,369	10,854	-831.24 %	-90,223

Brisbane budget notes:

1. Giving budget reflects a 5% increase on forecasted giving for the 2023 financial year (forecast as at Aug 2023).. This reflects a moderate increase in giving as Brisbane rebuilds and strengthens its ministry.
2. Central funding is calculated on 23.5% of budgeted giving, funding centralised ministry and operations support to Brisbane, including communications, operations, ministry, and leadership.
3. Church planting transfers is a new vehicle to raise funds for planting, calculated at 3% of budgeted giving. Method for raising funds towards planting is flexible.
4. Other transfers is a travel allowance refunding 50% of Brisbane's travel costs from central funds.
5. Staffing changes include the appointment of a new Associate Minister in October 2023.
6. Occupancy includes office requirements and Sunday services (+4% provision for increase).
7. Operations includes all local travel expected in 2024 (See note 4 on travel allowance offset).
8. Ministry budgets include ongoing investment in local ministry.
9. Partnership reductions includes a reduction/reallocation of Acts 29 church planting contributions which will be contributed from the church planting fund for the 2024 year.
10. The 2024 budget reflects a \$79K use of Available Kingdom Funds. This is a measured use of kingdom funds in this season with total funds remaining above the minimum allowed under current policy (3 months operating expenditure). As the local team (and council) are aware; giving will need to increase or other expenses lowered (Eg: Occupancy) to reduce this loss and return to profit in future years.

Kingdom Funds - Brisbane



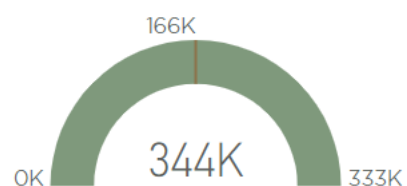
CITY ON A HILL MELBOURNE EAST

	Melbourne East			
	2024 Budget	2023 Forecast	Change (%)	Change (\$)
☐ Revenue	867,080	853,703	1.57 %	13,377
☐ Giving	867,080	825,791	5.00 %	41,288
☐ Giving - Special Campaigns	-	27,912	-100.00 %	-27,912
☐ Other income	-	28,972	-100.00 %	-28,972
Total Revenue	867,080	882,675	-1.77 %	-15,595
☐ Transfers	-214,612	-168,400	27.44 %	-46,212
☐ Central ministry & operations	-195,600	-170,400	14.79 %	-25,200
☐ Church planting transfers	-26,012	-	-100.00 %	-26,012
☐ Other transfers	7,000	2,000	250.00 %	5,000
Total Transfers	-214,612	-168,400	27.44 %	-46,212
☐ Expenses	669,731	600,934	11.45 %	68,797
☐ Ministry	48,000	53,123	-9.64 %	-5,123
☐ Occupancy	114,157	107,191	6.50 %	6,966
☐ Operations	14,544	15,692	-7.32 %	-1,149
☐ Partnerships	20,900	30,272	-30.96 %	-9,372
☐ Staffing	472,130	394,656	19.63 %	77,474
☐ Other expenses	-	-	-100.00 %	0
Total Expenses	669,731	600,934	11.45 %	68,797
EBITDA	-17,263	113,341	-115.23 %	-130,604
☐ Capital Expenditure	12,650	7,231	74.93 %	5,419
Cash Profit (Loss)	-29,913	106,110	-128.19 %	-136,023

Melbourne East budget notes:

1. Giving budget reflects a 5% increase on forecasted giving for the 2023 financial year (forecast as at Aug 2023).
2. Central funding is calculated on 22.5% of budgeted giving, funding centralised ministry and operations support to Melbourne East, including communications, operations, ministry, and leadership.
3. Church planting transfers is a new vehicle to raise funds for planting, calculated at 3% of budgeted giving. Method for raising funds towards planting is flexible.
4. Ministry budgets are consistent with planned investment from the prior financial year, supporting local mission, community, Sunday services, and next generation ministries.
5. Occupancy includes office requirements and Sunday services (+4% provision for increase).
6. Partnership costs have decreased due to the reallocation of Acts29 contributions and planting portions of Anglican Assessment to the church planting fund.
7. Staffing includes full year of services and associate roles hired in 2023 plus the addition of a second city kids coordinator at 0.4FTE.
8. The 2024 budget reflects a small dip into Available Kingdom Funds.

Kingdom Funds - Melbourne East



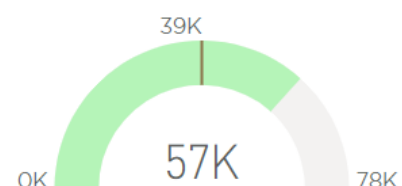
CITY ON A HILL SURF COAST

	Surf Coast			
	2024 Budget	2023 Forecast	Change (%)	Change (\$)
☐ Revenue	188,641	157,201	20.00 %	31,440
☐ Giving	188,641	157,201	20.00 %	31,440
☐ Other income	6,000	5,655	6.10 %	345
Total Revenue	194,641	162,856	19.52 %	31,785
☐ Transfers	-34,187	-19,677	73.74 %	-14,510
☐ Central ministry & operations	-42,000	-36,000	16.67 %	-6,000
☐ Church planting transfers	7,813	16,323	-52.14 %	-8,510
Total Transfers	-34,187	-19,677	73.74 %	-14,510
☐ Expenses	165,884	156,007	6.33 %	9,877
☐ Ministry	22,500	20,748	8.44 %	1,752
☐ Occupancy	6,616	7,243	-8.66 %	-627
☐ Operations	5,934	4,957	19.71 %	977
☐ Partnerships	4,000	5,361	-25.39 %	-1,361
☐ Staffing	126,834	117,698	7.76 %	9,136
☐ Other expenses	-	22	-100.00 %	-22
Total Expenses	165,884	156,029	6.32 %	9,855
EBITDA	-5,430	-12,849	-57.74 %	7,419
☐ Capital Expenditure	5,720	1,416	304.09 %	4,304
Cash Profit (Loss)	-11,149	-14,264	-21.84 %	3,115

Surf Coast budget notes:

1. Giving budget reflects a 20% increase on forecasted giving for the 2023 financial year (forecast as at Aug 2023).
2. Central funding is calculated on 22.5% of budgeted giving, funding centralised ministry and operations support to Surf Coast, including communications, operations, ministry, and leadership.
3. Church planting transfers includes \$10K of plant support from the CPF, less a new vehicle to raise funds for planting, calculated at 3% of budgeted giving. Method for raising funds towards planting is flexible .
4. Ministry budgets are consistent with planned investment from the prior financial year, supporting local mission, community, Sunday services, and next generation ministries.
5. Occupancy costs remain low with the congregation continuing to meet at St Wilfred's.
6. Partnership costs have decreased due to the reallocation of Acts29 contributions and planting portions of Anglican Assessment to the church planting fund.
7. Staffing team remains unchanged.
8. The 2024 budget reflects a small dip into Available Kingdom Funds.

Kingdom Funds - Surf Coast



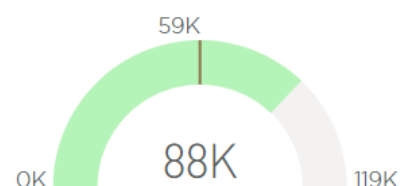
CITY ON A HILL GOLD COAST

	Gold Coast			
	2024 Budget	2023 Forecast	Change (%)	Change (\$)
☐ Revenue	211,100	190,138	11.02 %	20,962
☐ Giving	211,100	167,429	26.08 %	43,671
☐ Gospel patrons & grants	-	22,709	-100.00 %	-22,709
☐ Other income	-	12,347	-100.00 %	-12,347
Total Revenue	211,100	202,485	4.25 %	8,615
☐ Transfers	2,877	-19,110	-115.06 %	21,987
☐ Central ministry & operations	-49,200	-50,400	-2.38 %	1,200
☐ Church planting transfers	45,403	27,580	64.62 %	17,823
☐ Other transfers	6,674	3,710	79.89 %	2,964
Total Transfers	2,877	-19,110	-115.06 %	21,987
☐ Expenses	258,865	237,186	9.14 %	21,679
☐ Ministry	23,000	25,855	-11.04 %	-2,855
☐ Occupancy	14,990	11,206	33.77 %	3,784
☐ Operations	17,154	11,211	53.02 %	5,944
☐ Partnerships	-	1,468	-100.00 %	-1,468
☐ Staffing	203,721	187,447	8.68 %	16,274
☐ Other expenses	-	-	-100.00 %	0
Total Expenses	258,865	237,186	9.14 %	21,679
EBITDA	-44,889	-53,812	-16.58 %	8,923
☐ Capital Expenditure	2,970	3,242	-8.38 %	-272
Cash Profit (Loss)	-47,859	-57,054	-16.12 %	9,195

Gold Coast budget notes:

1. Giving budget reflects a 26% increase on forecasted giving for the 2023 financial year (forecast as at Aug 2023).
2. Central funding is calculated on 23.5% of budgeted giving, funding centralised ministry and operations support to Gold Coast, including communications, operations, ministry, and leadership.
3. Church planting transfers includes \$50K of plant support from the CPF, less a new vehicle to raise funds for planting, calculated at 3% of budgeted giving. Method for raising funds towards planting is flexible.
4. Other transfers is a travel allowance refunding 50% of Gold Coast's travel costs from central funds.
5. Ministry budgets are set to increase from prior year with local growth.
6. Occupancy remains unchanged, planning to continue to meet at school.
7. Operations increases include allowances for travel, insurance and professional development in 2024.
8. Partnership reductions includes a reduction/reallocation of Acts 29 church planting contributions which will be contributed from the church planting fund for the 2024 year.
9. Staffing team remains unchanged.
10. The 2024 budget is expected to result in Gold Coast using all available kingdom funds, resulting in -\$10k available kingdom funds by the end of the year. Significant local growth will be required in the 2024 and 2025 to maintain current expenditure and build minimum reserves of 3 months operating expenditure.

Kingdom Funds - Gold Coast



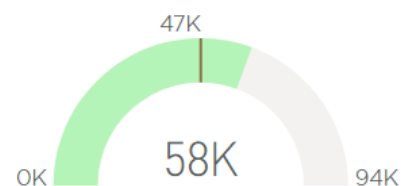
CITY ON A HILL WOLLONGONG

	Wollongong			
	2024 Budget	2023 Forecast	Change (%)	Change (\$)
☐ Revenue	126,101	100,881	25.00 %	25,220
☐ Giving	126,101	100,881	25.00 %	25,220
☐ Other income	-	1,391	-100.00 %	-1,391
Total Revenue	126,101	102,272	23.30 %	23,829
☐ Transfers	32,657	76,052	-57.06 %	-43,395
☐ Central ministry & operations	-30,000	-20,400	47.06 %	-9,600
☐ Church planting transfers	58,217	93,722	-37.88 %	-35,505
☐ Other transfers	4,440	2,730	62.64 %	1,710
Total Transfers	32,657	76,052	-57.06 %	-43,395
☐ Expenses	172,597	166,618	3.59 %	5,979
☐ Ministry	18,000	19,142	-5.97 %	-1,142
☐ Occupancy	23,208	23,622	-1.75 %	-414
☐ Operations	13,221	11,915	10.96 %	1,306
☐ Partnerships	-	1,229	-100.00 %	-1,229
☐ Staffing	118,168	110,710	6.74 %	7,458
☐ Other expenses	-	-	-100.00 %	0
Total Expenses	172,597	166,618	3.59 %	5,979
EBITDA	-13,839	11,706	-218.22 %	-25,545
☐ Capital Expenditure	4,950	1,694	192.23 %	3,256
Cash Profit (Loss)	-18,789	10,012	-287.67 %	-28,801

Wollongong budget notes:

1. Giving budget reflects a 25% increase on forecasted giving for the 2023 financial year (forecast as at Aug 2023).
2. Central funding is calculated on 23.5% of budgeted giving, funding centralised ministry and operations 2023 support to Wollongong, including communications, operations, ministry, and leadership.
3. Church planting transfers includes \$50K of plant support from the CPF, less a new vehicle to raise funds for planting, calculated at 3% of budgeted giving. Method for raising funds towards planting is flexible.
4. Other transfers is a travel allowance refunding 50% of Wollongong's travel costs from central funds.
5. Ministry budgets are set to increase from prior year with local growth.
6. Occupancy remains unchanged, planning to continue to meet at school.
7. Operations increases include allowances for travel, insurance and professional development in 2024.
8. Staffing includes administration assistant a 0.2FTE.
9. Partnership reductions includes a reduction/reallocation of Acts 29 church planting contributions which will be contributed from the church planting fund for the 2024 year.
10. The 2024 budget is expected to result in Wollongong using all available kingdom funds during the year, finishing the year at -\$30k in available kingdom funds. Local growth will be required in the 2024 and 2025 to maintain current expenditure and build minimum reserves of 3 months operating expenditure. This is an acceptable level for a church in the planting phase as the church matures to self-sufficiency.

Kingdom Funds - Wollongong

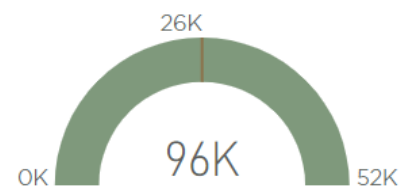


	Whittington			
	2024 Budget	2022 Forecast	Change (%)	Change (\$)
☐ Revenue	100,000	151,493	-33.99 %	-51,493
☐ Giving	100,000	84,382	18.51 %	15,618
☐ Giving - Special Campaigns	-	67,111	-100.00 %	-67,111
☐ Other income	-	6,342	-100.00 %	-6,342
Total Revenue	100,000	157,835	-36.64 %	-57,835
☐ Transfers	49,200	61,800	-20.39 %	-12,600
☐ Central ministry & operations	-22,800	-13,200	72.73 %	-9,600
☐ Church planting transfers	72,000	75,000	-4.00 %	-3,000
Total Transfers	49,200	61,800	-20.39 %	-12,600
☐ Expenses	146,982	117,181	25.43 %	29,802
☐ Ministry	15,000	11,258	33.24 %	3,742
☐ Occupancy	12,588	10,347	21.66 %	2,241
☐ Operations	2,762	6,248	-55.80 %	-3,486
☐ Staffing	116,632	89,328	30.57 %	27,305
☐ Other expenses	-	-	-100.00 %	0
Total Expenses	146,982	117,181	25.43 %	29,802
EBITDA	2,218	102,454	-97.84 %	-100,236
☐ Capital Expenditure	111,870	28,593	291.26 %	83,277
Cash Profit (Loss)	-109,652	73,862	-248.46 %	-183,514

Whittington budget notes:

1. Giving budget reflects a 15.67% increase on forecasted giving for the 2023 financial year (forecast as at Aug 2023).
2. Central funding is calculated on 22.5% of budgeted giving, funding centralised ministry and operations support to Whittington, including communications, operations, ministry, and leadership.
3. Church planting transfers includes \$60k of plant support from the CPF (Plus secured grants), less a new vehicle to raise funds for planting, calculated at 3% of budgeted giving.
4. Ministry budgets are set to increase from prior year with local growth.
5. Occupancy includes maintenance and utilities for current venue provided by diocese.
6. Staffing team remains unchanged.
7. Capital Expenditure includes significant investment into Whittington worship space.
8. As City on a Hill Whittington is a new church plant, minimum kingdom fund requirements are to be met after planting phase has been completed. Retained kingdom funds to date are a result of special campaigns in Geelong to contribute towards Whittington's venue. These funds will be consumed during the year with the goal to build future kingdom funds up to 3 months operating reserves in the coming years as the plant reaches maturity.

Kingdom Funds - Whittington



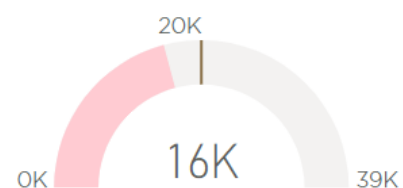
CITY ON A HILL BALLARAT

	Ballarat			
	2024 Budget	2023 Forecast	Change (%)	Change (\$)
☐ Revenue	90,155	39,503	128%	50,652
☑ Giving	90,155	29,503	206%	60,652
☑ Gospel patrons & grants	-	10,000	-100%	-10,000
☐ Other income	-	-	-100%	0
☑ Other income	-	-	-100%	0
Total Revenue	90,155	39,503	128%	50,652
☐ Transfers	65,695	67,800	-3%	-2,105
☑ Central ministry & operations	-21,600	-7,200	200%	-14,400
☑ Church planting transfers	87,295	75,000	16%	12,295
Total Transfers	65,695	67,800	-3%	-2,105
☐ Expenses	152,700	84,688	80%	68,013
☑ Ministry	12,000	7,496	60%	4,504
☑ Occupancy	11,004	579	1801%	10,425
☑ Operations	3,247	1,604	102%	1,643
☑ Staffing	126,449	75,009	69%	51,440
☑ Other expenses	-	-	-100%	0
Total Expenses	152,700	84,688	80%	68,013
EBITDA	3,150	22,615	-86%	-19,465
☑ Capital Expenditure	6,655	26,469	-75%	-19,814
Cash Profit (Loss)	-3,505	-3,854	-9%	349

Ballarat budget notes:

1. Giving budget reflects a 40% increase on previous quarter's pro-rata giving.
2. Central funding is calculated on 23.5% of budgeted giving, funding centralised ministry and operations support to Ballarat, including communications, operations, ministry, and leadership.
3. Church planting transfers includes \$90K of plant support from the CPF, less a new vehicle to raise funds for planting, calculated at 3% of budgeted giving. Method for raising funds towards planting is flexible.
4. Modest ministry budget set for first full year of ministry.
5. Occupancy includes move to launch venue.
6. Operations increases include allowances for travel, insurance and professional development in 2024.
7. Staffing includes addition of City Kids role from January 2024.
8. As City on a Hill Ballarat is a new church plant, insignificant kingdom funds are retained at the beginning of the year. CPF funding has been adjusted to ensure Ballarat achieves an approximate nil profit position for 2024 financial year.

Kingdom Funds - Ballarat



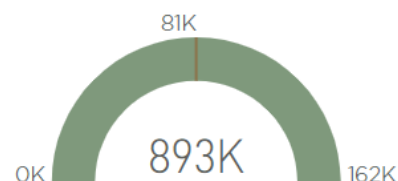
CHURCH PLANTING

	Church Planting			
	2024 Budget	2023 Forecast	Change (%)	Change (\$)
☐ Revenue	556,035	911,921	-39.03 %	-355,885
☑ Giving	135,827	165,962	-18.16 %	-30,135
☑ Giving - Special Campaigns	-	3,333	-100.00 %	-3,333
☑ Gospel patrons & grants	420,208	742,625	-43.42 %	-322,417
☑ Other income	-	-2,031	-100.00 %	2,031
Total Revenue	556,035	909,890	-38.89 %	-353,854
☐ Transfers	-241,183	-409,469	-41.10 %	168,287
☑ Church planting transfers	-230,283	-407,469	-43.48 %	177,187
☑ Other transfers	-10,900	-2,000	445.00 %	-8,900
Total Transfers	-241,183	-409,469	-41.10 %	168,287
☐ Expenses	432,149	116,916	269.62 %	315,233
☑ Ministry	20,000	909	2099.45 %	19,091
☑ Operations	9,073	13,821	-34.36 %	-4,749
☑ Partnerships	134,007	35,000	282.88 %	99,007
☑ Staffing	269,070	67,185	300.49 %	201,884
☑ Other expenses	-	-	-100.00 %	0
Total Expenses	432,149	116,916	269.62 %	315,233
EBITDA	-117,297	383,504	-130.59 %	-500,801
☑ Capital Expenditure	3,740	779	379.99 %	2,961
Cash Profit (Loss)	-121,037	382,725	-131.62 %	-503,762

Church Planting budget notes:

1. Giving budget includes a target of meeting prior years direct donations totalling 136K.
2. Funding model for church planting in 2024 has changed to include a 3% contribution from each of the local churches.
3. Gospel Patron and Grants include secured grant funding for the planting of new City on a Hill churches.
4. Distribution of church planting funds has increased this year with five churches in the planting phase.
5. Staffing includes additions of a Church Planting Coordinator (October 2023) two Church Planting Residents (October 2023 & January 2024) and \$50k set aside for leadership development of future planters.
6. Operations includes merchant fees from online donations.
7. Partnerships includes church planting portion of Melbourne Diocese Assessment (contribution to local planting), and Acts29 contributions calculated at 1% of general church giving.
8. Capital expenditure includes IT needs for new residents.
9. Retained earnings (kingdom funds) in the Church Planting Fund include grants received in prior years for church planting expenditure in future years.

Kingdom Funds - Church Planting



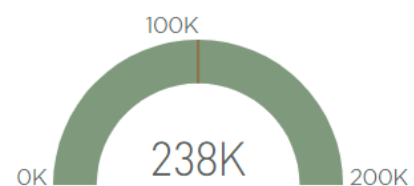
MANY ROOMS

	Many Rooms Ltd			
	2024 Budget	2023 Forecast	Change (%)	Change (\$)
☐ Revenue	242,319	161,522	50.02 %	80,797
☒ Giving	75,080	75,080	0.00 %	0
☒ Gospel patrons & grants	167,239	86,442	93.47 %	80,797
☒ Other income	-	1,230	-100.00 %	-1,230
Total Revenue	242,319	162,752	48.89 %	79,567
☐ Transfers	14,400	27,667	-47.95 %	-13,267
☒ Central ministry & operations	-45,600	-15,000	204.00 %	-30,600
☒ DGR distributions	60,000	42,667	40.62 %	17,333
Total Transfers	14,400	27,667	-47.95 %	-13,267
☐ Expenses	382,834	204,649	87.07 %	178,185
☒ Ministry	79,120	22,456	252.33 %	56,664
☒ Occupancy	3,180	15,657	-79.69 %	-12,477
☒ Operations	9,957	7,828	27.21 %	2,130
☒ Staffing	290,577	158,708	83.09 %	131,869
☒ Other expenses	-	-	-100.00 %	0
Total Expenses	382,834	204,649	87.07 %	178,185
EBITDA	-126,115	-14,230	786.25 %	-111,885
☒ Capital Expenditure	-	42,256	-100.00 %	-42,256
Cash Profit (Loss)	-126,115	-56,486	123.27 %	-69,630

Many Rooms budget notes:

1. Giving in 2023 budgeted based on Nil increase of 2023 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 65% secured funding from the federal government for the Aged Care Volunteer Visitors Scheme. Remaining \$60,000 budgeted income is an unsecured new grants goal.
3. Staffing budget includes increasing mercy staffing nationally to lead and pioneer new mercy ministry.
4. Occupancy expenses have been reduced due to the reallocation of kitchen venues to program costs within the 'Ministry' budget category.
5. Operations increase is due to maintenance of Melbourne based Many Rooms Van.
6. Ministry expense increase is due to planned new mercy initiatives across the movement and reallocation of occupancy costs from the Many Rooms kitchens.

Kingdom Funds - Many Rooms





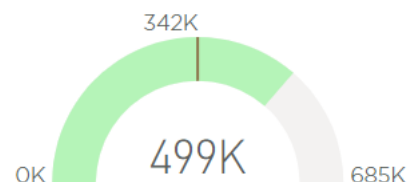
MOVEMENT MINISTRIES & OPERATIONS

	Central			
	2024 Budget	2023 Forecast	Change (%)	Change (\$)
☐ Revenue	122,500	236,600	-48.22 %	-114,100
☐ Giving	22,500	63,743	-64.70 %	-41,243
☐ Giving - Special Campaigns	-	2,858	-100.00 %	-2,858
☐ Gospel patrons & grants	100,000	170,000	-41.18 %	-70,000
☐ Other income	95,083	126,249	-24.69 %	-31,166
☐ Other income	93,583	126,249	-25.87 %	-32,666
☐ Transfers	1,500	-	-100.00 %	1,500
Total Revenue	217,583	362,849	-40.03 %	-145,266
☐ Transfers	1,153,016	960,724	20.02 %	192,292
☐ Central ministry & operations	1,209,600	1,059,000	14.22 %	150,600
☐ Church planting transfers	87,800	119,844	-26.74 %	-32,044
☐ Grant transfers	-70,000	-140,000	-50.00 %	70,000
☐ Other transfers	-74,384	-78,120	-4.78 %	3,736
Total Transfers	1,153,016	960,724	20.02 %	192,292
☐ Expenses	1,415,645	1,370,889	3.26 %	44,756
☐ Ministry	186,260	111,698	66.75 %	74,562
☐ Occupancy	72,220	78,271	-7.73 %	-6,051
☐ Operations	289,536	325,301	-10.99 %	-35,765
☐ Partnerships	-	521	-100.00 %	-521
☐ Staffing	867,629	855,097	1.47 %	12,532
☐ Other expenses	-	-340	-100.00 %	340
Total Expenses	1,415,645	1,370,549	3.29 %	45,097
EBITDA	-45,046	-46,976	-4.11 %	1,930
☐ Capital Expenditure	11,495	7,799	47.39 %	3,696
Cash Profit (Loss)	-56,541	-54,775	3.22 %	-1,766

Central budget notes:

1. Grant income includes Central and Melbourne portions of secured grants with the Melbourne portion being transferred to Melbourne in the "Grant Transfers" line.
2. Other income includes ticket sales and sponsorships for 2024 City on a Hill Conference.
3. Central funding percentages have remained unchanged from 2023 budget for non-ADOM churches and is based upon budgeted income (23.5% COAHML / 22.5% ADOM).
4. Church planting transfers is based on church plant expenditure, less church plant contributions to allow for central scaling as new plants are planned.
5. Occupancy includes venue costs for 2024 City on a Hill Conference.
6. Operations decrease is due to reduction in travel costs for the 2024 conference.
7. Staffing includes a minor 0.2FTE reallocation of Project Manager to the Central team from Melbourne.

Kingdom Funds - Central



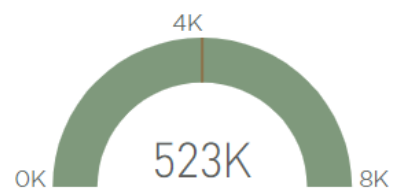
CITY ON A HILL FOUNDATION

	City on a Hill Foundation			
	2024 Budget	2023 Forecast	Change (%)	Change (\$)
☐ Revenue	564,376	564,377	0.00 %	0
☐ Giving	564,376	564,377	0.00 %	0
☐ Other income	-	-	-100.00 %	0
Total Revenue	564,376	564,377	0.00 %	0
☐ Transfers	-480,000	-439,667	9.17 %	-40,333
☐ DGR distributions	-480,000	-439,667	9.17 %	-40,333
Total Transfers	-480,000	-439,667	9.17 %	-40,333
☐ Expenses	70,681	38,433	83.91 %	32,248
☐ Operations	9,281	7,253	27.95 %	2,028
☐ Partnerships	61,400	31,179	96.92 %	30,221
☐ Other expenses	1,000	-	-100.00 %	1,000
Total Expenses	71,681	38,433	86.51 %	33,248
EBITDA	12,696	86,277	-85.29 %	-73,582

Foundation budget notes:

1. Giving in 2023 budgeted based on 0% increase of 2023 actuals.
2. Distributions of \$420,000 and \$60,000 to City on a Hill Creative and Many Rooms respectively.
3. Partnerships include donations to Pioneers mission organisation (City on a Hill Geelong partnership) and contributions to MTS interns in Geelong and Melbourne East.

Kingdom Funds - Foundation



CITY ON A HILL CREATIVE

	City on a Hill Creative			
	2024 Budget	2023 Forecast	Change (%)	Change (\$)
☐ Revenue	-	75,000	-100.00 %	-75,000
☒ Gospel patrons & grants	-	75,000	-100.00 %	-75,000
☒ Other income	-	581	-100.00 %	-581
Total Revenue	-	75,581	-100.00 %	-75,581
☐ Transfers	420,000	397,000	5.79 %	23,000
☒ DGR distributions	420,000	397,000	5.79 %	23,000
Total Transfers	420,000	397,000	5.79 %	23,000
☐ Expenses	450,536	423,481	6.39 %	27,055
☒ Ministry	30,000	-	-100.00 %	30,000
☒ Occupancy	38,280	38,280	-	-
☒ Operations	9,909	7,285	36.01 %	2,624
☒ Staffing	372,347	377,916	-1.47 %	-5,568
☒ Other expenses	500	-	-100.00 %	500
Total Expenses	451,036	423,481	6.51 %	27,555
EBITDA	-31,036	49,100	-163.21 %	-80,137
☒ Capital Expenditure	-	-2,013	-100.00 %	2,013
Cash Profit (Loss)	-31,036	51,113	-160.72 %	-82,149

Creative budget notes:

1. In 2024 the City on a Hill Foundation will be the primary funder for Creative (DGR Distributions).
2. Staffing includes 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 or other art forms consistent with ROCO rules. Changes to these allocations in 2024 include the addition of a Worship Coordinator in Geelong and the reduction of videography staffing.
3. Ministry communications budget has increased in 2024 to provide for videography contractors to offset reduction in staffing.
4. Operations budget relates to certain software requirements of City on a Hill's Creative teams.

Kingdom Funds - Creative

