GENERAL SYNOD

Funding our Church's mission

Introduction

1. At the July 2026 Group of Sessions, a fringe meeting was held as part of the early stage engagement on the work of the National Funding for Diocesan Ministry Review[1] which was commissioned following a debate twelve months previously on a diocesan Synod motion on redistribution of funds[2]. Several attendees suggested that it would be helpful, especially for those new to General Synod, for a factual paper to be provided on financial, mission and ministry matters. The National Funding for Diocesan Ministry Steering Group have sought to develop a pack of data to inform the review – an update from the Steering group and the initial work on that data is provided at GS Misc 1472.

2. This paper has been produced by the Archbishops' Council and the Church Commissioners to provide a high level overview of some key data about the Church of England today. It covers finances, attendance and clergy numbers. It also provides a summary of the national Church spending plans which support the Church's mission and ministry across the country and the work that is already in train to feed into the development of such plans for 2029-31.

3. In legal structural terms the Church of England comprises many independent and interdependent charities. These include around 12,000 Parochial Church Councils (PCCs), 42 Diocesan Boards of Finance (DBFs), cathedral chapters, 19 Theological Education Institutions (TEIs), mission agencies and the seven National Church Institutions (NCIs, further detail on which is set out in **Annex 1**). These can only function through the dedicated work and generosity of our many ministers – ordained and lay, paid and unpaid – staff, trustees and other volunteers, members of congregations and the wider community.

4. This paper provides General Synod members with some background factual information on how funds made available for distribution from the Church's national endowment managed by the Church Commissioners are currently used to support our Church mission and ministry to the nation. It also signposts where further information can be found.

5. The paper will support a presentation on these topics at the November Group of Sessions where there will be an opportunity for members to ask questions. Those presenting and supporting staff will be happy to answer questions outside formal Synod business.

[1] See gs-misc-1464-national-funding-for-diocesan-ministry-review-initial-stages-of-work_0.pdf for an update provided at the time.

[2] See gs-2396a-redistribution-of-funds-dsm-july-2025.pdf and gs-2396b-revised-secretary-general-redistribution-of-funds.pdf for the papers provided at the time.

A. Church of England finances

(i) A financial overview of 2024

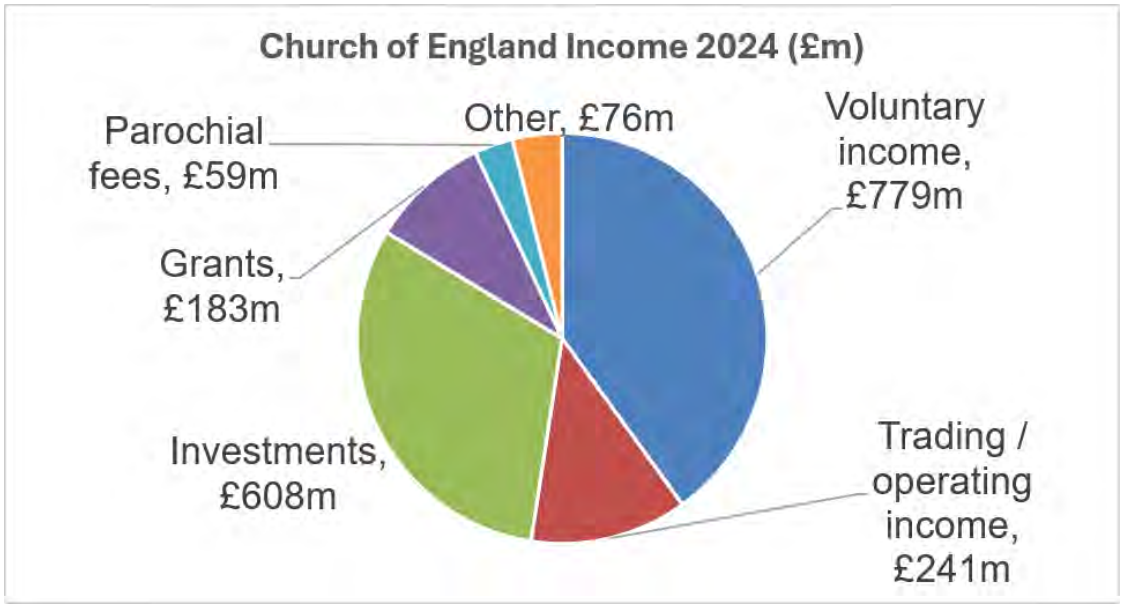
6. Colleagues in the NCIs' Finance Team have compiled a financial overview of Church of England finances. This incorporates:

    - Parish finances using data kindly provided by thousands of people in parishes and diocesan offices which is published annually[3]
    - Diocesan Finances using data kindly provided by diocesan finance teams for an annual aggregation of actual and forecast data compiled by the NCIs' Finance team and shared with diocesan staff
    - Cathedrals finances using figures extracted from chapters' annual reports
    - NCI finances using figures extracted from annual reports of the Church Commissioners, Church of England Pensions Board and Archbishops' Council.

7. According to our analysis[4], the aggregate income from these entities in 2024 was £1,946m and aggregate expenditure £1,974m.

    The following charts show income by type and source, expenditure by type. This is followed by comments on the surplus / deficit and asset position of each type of entity. All figures are from 2024 which, at the time of writing, is the most recent comprehensive source available.

8. **Chart 1** shows that the most significant source of income is from giving which comprised 40% of total income. Other significant sources were investment income (31%), trading and operating income (12%) and grants from outside the entities within the analysis[5] (9%)



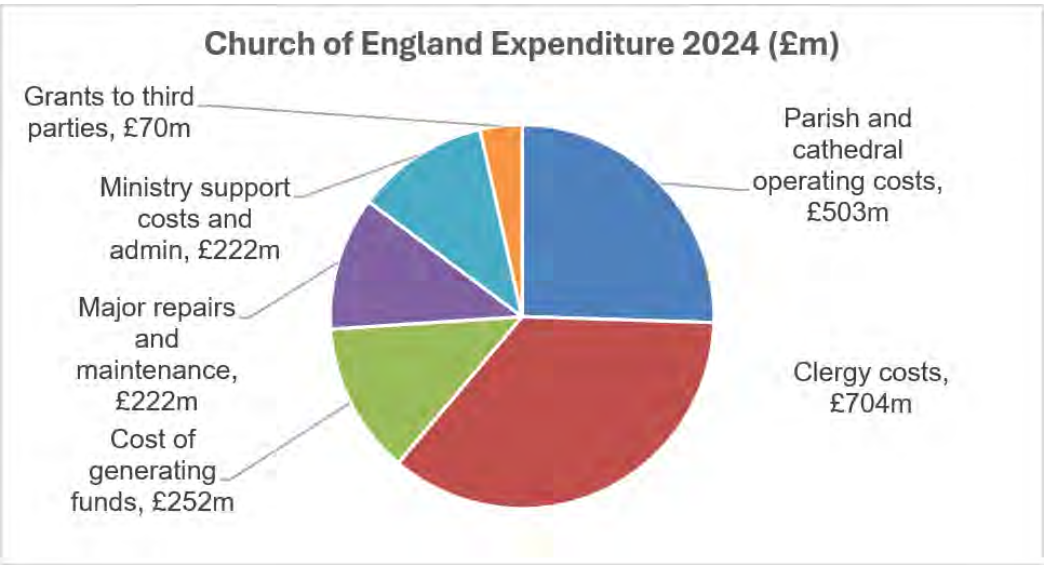
[3] The most recent report with 2024 data can be found at parish-finance-statistics-2024.pdf. Once finalised, the 2025 report will be published on the NCIs' Data Services team's webpage: Resources, publications, and data | The Church of England

[4] These figures are after making consolidation adjustments relating to transactions between entities within the analysis to avoid double counting.

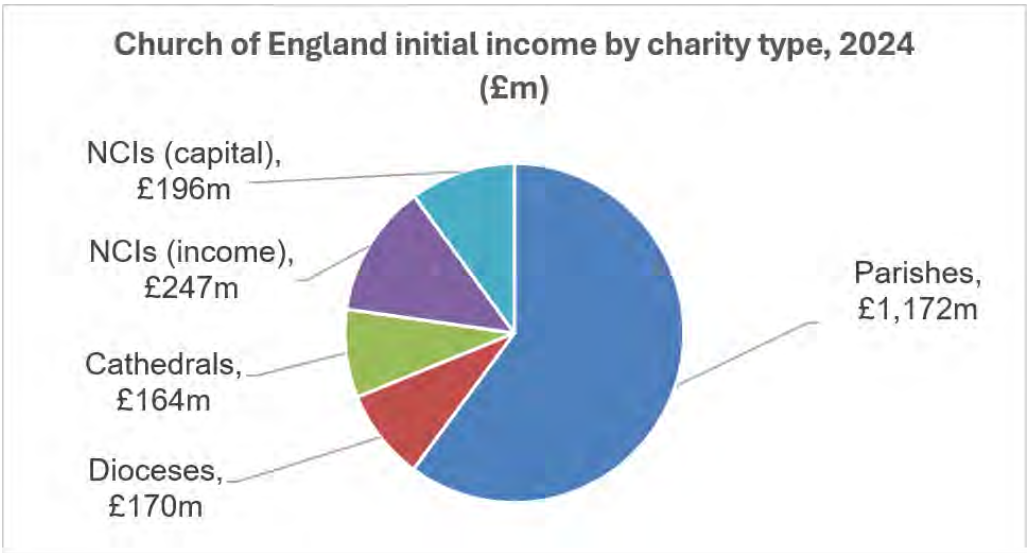
[5] Grants between entities within this analysis are eliminated on consolidation

9. **Chart 2** shows that the largest elements of expenditure were clergy costs (36%) and parish and cathedral operating costs (25%). The latter includes insurance, routine maintenance, cleaning, church office costs, upkeep of services, organ and piano tuning and utility bills. The former includes stipends, pension contributions, housing (including for retired clergy), working costs and training for ministry.

10. Other significant areas of expenditure were the cost of generating funds – principally investment management costs, the cost of fundraising activities and costs relating to trading activities including parish halls and events – (13%), ministry support costs including management and administration (11%), the major repair and maintenance of buildings (11%) and grants to third parties outside the scope of this analysis (4%).



11. **Chart 3** shows the initial sources of income by type of entity. 60% of income originated in parishes, 23% in the NCIs (10% of total Church income was from capital spent on clergy pensions by the Commissioners and the capital return element of its total return policy[6]), 9% in DBFs and 8% in cathedral chapters



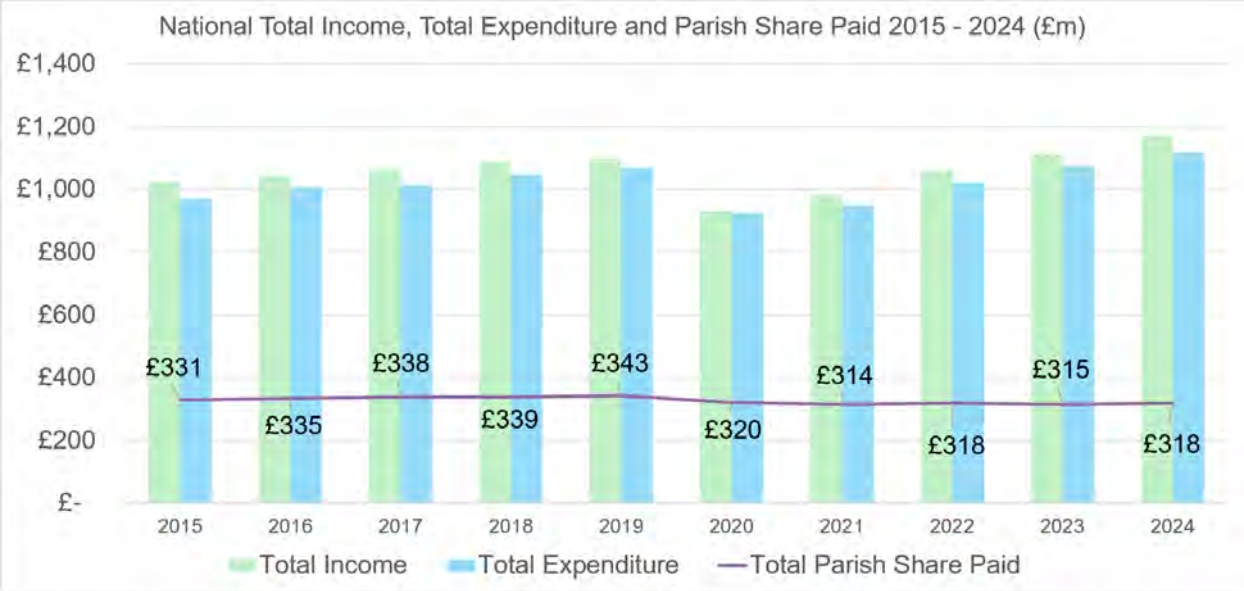
[6] The full analysis is: 11% of total Church income came from the Commissioners' gross investment income, 6% was Commissioners' capital spent on clergy pensions arising from service until the end of 1997, 4% was from the Commissioners' capital gains and 2% was received by the Pensions Board.

(ii) Summary of parish finances

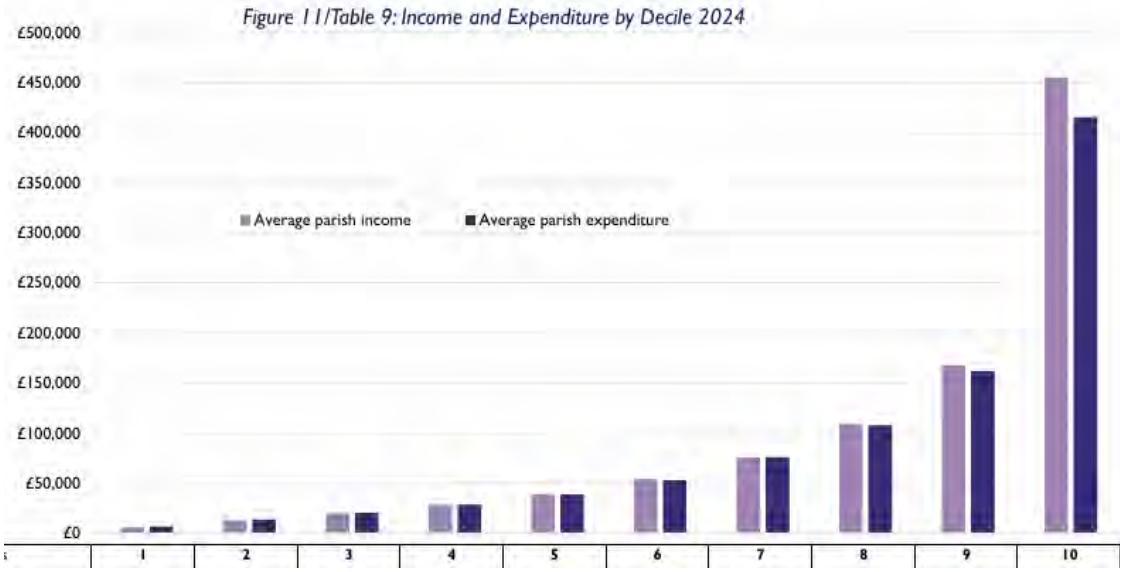
12. In 2024 the aggregate of PCC incomes was £1,172m and their aggregate expenditure was £1,116m. This aggregate surplus of £56m contributed to an increase in cash held by PCCs to £990m at the end of 2024 in addition to which they held £820m in investments.

13. Care must be taken in how these figures are interpreted and the position of individual PCCs varies considerably. For example, in 2024 56% of PCCs reported a surplus and 44% reported a deficit. It is also recognised that many PCCs will look to build up reserves in preparation for undertaking significant capital projects and works following quinquennial inspections.

14. **Chart 4** shows reported aggregate parish income and expenditure between 2015 and 2024 and the parish share paid in each year. The proportion of PCC incomes paid in parish share was between 31% and 32% in 2015-2019. It increased to 34% in 2020 since when it has declined steadily to a figure of 27% in 2024.



15. Across the country, the mean average PCC income in 2024 was £96,500 and the mean expenditure £92,000. However, the median income was less than half the mean at £45,600. This difference in the scale of finances available to individual PCCs is evident in **Chart 5** below which shows PCC income and expenditure grouped by decile. The average income for the 10% of PCCs with the lowest incomes was £5,800 and the average income for the PCCs with the largest 10% of incomes was £454,700.



16. Voluntary income is the main source of PCC incomes. Including legacies, Gift Aid and grants, this comprised 69% of PCC incomes in 2024. Operating and trading income and investment income accounted for 12% and 7% respectively.
17. The main elements of PCC expenditure were operating costs (41%), parish share (28%) and repair and maintenance (16%).

(iii) DBF finances

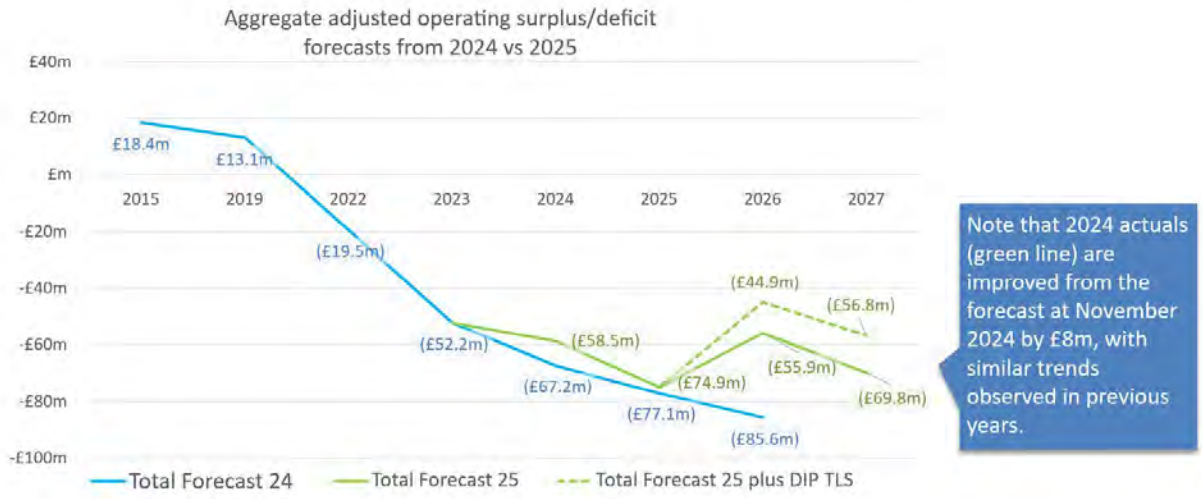
18. In 2024 DBF incomes totalled £572m and their expenditure totalled £620m resulting in a deficit of £48m.
19. The main sources of income were parish share (53%), grants (18%, just over three-quarters of which came from the national Church) and investment income (16%).
20. The main elements of expenditure were on clergy (67%) and support costs (23%).
21. At the end of 2024 the total of DBF balance sheets was £6.2billion. Almost £4billion of this (64%) was operational assets including clergy housing. Investments totalled just over £2billion.
22. In mid 2023 the Archbishops' Council set up a Diocesan Finances Review to review the Church of England's financial system. This focused on the financial relationships between the dioceses and the National Church in particular. The first phase of the review in a summary report published in March 2024[7] contained an outline of the challenges facing diocesan finances. It revealed a deteriorating picture with aggregate diocesan deficits of £29m in 2022 forecast at the time to increase to £60m in 2024. This indicated an expected increase in structural pressure on diocesan finances.

[7] bdo-report-for-diocesan-finances-review_1.pdf

23. General Synod was given an update on this work in February 2025[8] when it was reported that the recommendations of the review had been fed into the process considering national Church spending plans for 2026-28. The main financial changes made were to increase Lowest Income Communities Funding grants by a third, from the start of 2026 abolish the diocesan apportionment paid by DBFs to the Archbishops' Council, establish a single Ministry Training Fund for all ordination training, improve clergy stipends and pensions and establish time-limited support tapering down over nine years to provide breathing space for dioceses in light of the acceleration in financial challenges faced post-pandemic.

24. However, financial challenges in dioceses remain significant. **Chart 6** shows the aggregate of DBF forecasts in late 2024 and 2025 (adjusted to illustrate the forecast structural position). The November 2025 forecast for 2026 predicted a forecast range for DBFs between a deficit of almost £5m and a surplus of just over £1m, with 38 dioceses forecasting a deficit in 2026.

2024 and 2025 diocesan finance forecasts compared



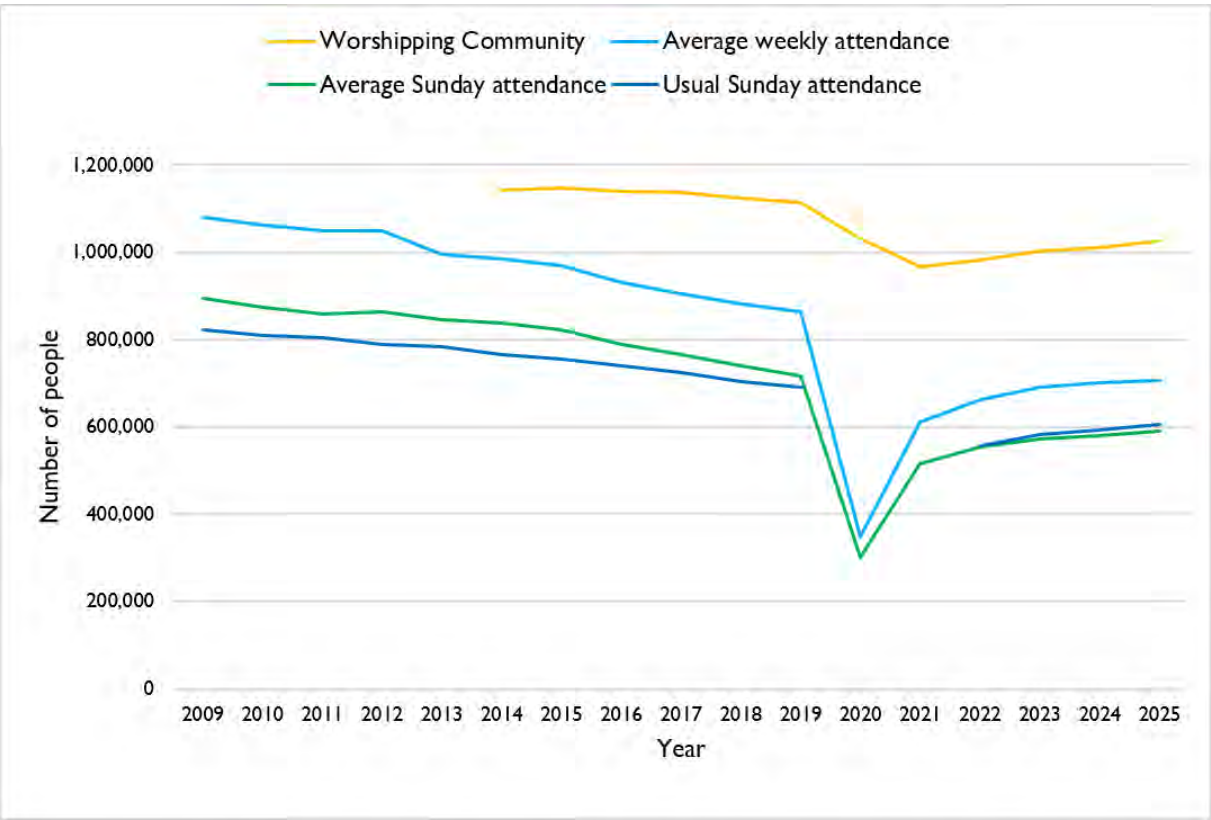
[8] gs-2380-diocesan-finances-review-update.pdf

B. Church attendance

25. For many years data the NCIs' Data Services team has published an annual Statistics for Mission survey which summarises attendance and participation information from Church of England churches from data provided by thousands of clergy, churchwardens and others. The most recent report, which includes definitions of the various attendance measures on page 5, can be found at statisticsformission2024_amended.pdf.

26. Attendance data over the fifteen years to 2024 is shown in **Chart 7**. Attendance remains below the pre-pandemic level. Attendance has increased for four consecutive years following the pandemic-related low of 2020, although growth slowed between 2023 and 2024. This is encouraging, but the data does not yet provide a reliable basis for forecasting whether attendance will continue to rise, stabilise or return to its longer-term pre-pandemic decline. We remain hopeful and pray that increases in attendance at our parish churches and other worshipping communities will continue.

27. We also regularly, although not every year, collect data on Church of England churches' involvement with social action projects. In 2022 our churches were involved in approximately 31,000 social action projects, with around three-quarters of churches engaged in at least one form of social action.[9]



[9]From Statistics for Mission 2025which are subject to final confirmation. NB usual Sunday attendance not recorded in 2020 and 2021 due to the pandemic.

28. In May 2026 it was announced[10] that an early snapshot of the 2025 Statistics for Mission indicated that overall Church of England congregations on both Sundays and across the week saw their fifth consecutive year of growth in 2025. However, despite this recent growth, attendance and participation remained below pre-pandemic levels. It is expected that the final figures will be published before the end of the year.

C. Ordained Ministry

29. According to the most recently published data on ordained ministry[11], in August 2026 there were 6,753 stipendiary clergy paid through the national clergy 'payroll' (this excludes clergy in Sodor and Man and the Diocese in Europe who are paid locally). In addition there were 2,500 Self Supporting Ministers, 8,426 clergy with Permission to Officiate, 900 chaplains and 303 other clergy. This results in a total of 18,075 active clergy.

30. These figures have reduced over recent years. For example, the number of stipendiary clergy is around 1,000 less than it was ten years ago. The principal reason for this is that the number of those leaving stipendiary ministry through retirement or other reasons has exceeded the number of ordinations.

31. Recognising that 29% of our stipendiary clergy are aged 60 or above and a further 17% are aged between 55 and 59, it is forecast that the number of stipendiary ministers will continue to reduce for some time. Increasing the number of vocations to the ordained ministry will be necessary if we are to moderate, or reverse, this trend. Subject to the approval of the Business Committee, at the February 2027 Group of Sessions it is hoped that the Synod will have an opportunity to engage further on this topic.

32. Around ten years ago significant work was carried out to encourage more vocations to the ordained ministry. This did bear fruit but, subsequently, the number of ordinands has declined for most of this decade. As can be seen in the table below which shows the number of people entering and continuing training for ordination and the total number of ordinands, in autumn 2025 the number of new ordinands and the total number of ordinands both rose for the first time in five years. At the time of writing, final data is not yet available for autumn 2026 but it is anticipated that there will be a further increase in the number of new ordinands.

Academic Year	Starters	Continuing	Total
2018/19 (actual)	587	765	1352
2019/20 (actual)	545	820	1365
2020/21 (actual)	583	800	1383
2021/22 (actual)	431	854	1285
2022/23 (actual)	380	722	1102
2023/24 (actual)	336	591	927
2024/25 (actual)	324	537	861
2025/26 (actual)	444	476	920

[10] Church attendance grows for fifth year in a row | The Church of England
[11] 20260831-ministry-statistics-final.xlsx

D. National Church spending plans

(i) The spending plans process

33. It is the legal responsibility of the Church Commissioners' Assets Committee to make a recommendation to the Commissioners' Board of Governors on the maximum sustainable level of distributions that can be made from the Church of England's national endowment fund that they manage on behalf of our Church. In doing so they are required to have regard to independent actuarial advice.

34. As the fund they manage is a permanent endowment, the Commissioners' trustees aim to balance the competing objectives of supporting the Church's current mission and ministry while maintaining the fund's long-term purchasing power so their successors can support future generations of the Church at the same level as today's Church.

35. The Church Commissioners undertake a thorough review of the maximum sustainable level of distributions every three years. This approach aims to strike a balance between the fluctuations caused by short-term market movements and future expectations and the desirability of giving a level of certainty to funding levels to enable partner charities within the Church to plan their ministry and mission with greater confidence.

36. In recent triennial assessments the Commissioners have given an indication of potential distributions for the following six years. The Commissioners aim to give at least three years' notice of any reduction in funding from the planned and illustrative levels but have indicated that they would need to reduce distributions sooner if there is an extreme situation which requires swifter action (e.g. significant market weakness).

37. The Church Commissioners and the Archbishops' Council are required to work together to produce a joint set of Spending Plans which specify how the available monies will be allocated. These two trustee bodies are legally responsible for agreeing and implementing those plans.

38. In parallel, a review is undertaken to consider how those available funds should be distributed to support the mission and ministry of the Church across the country, with recommendations developed for funding allocations according to the key priorities identified for spending. This work was carried out by the Triennium Funding Working Group (TFWG), which is a time-limited committee with membership drawn from the House of Bishops, the Church Commissioners and the Archbishops' Council. The TFWG develops recommendations for consideration by the governing bodies.

39. In developing the recommended Spending Plans for 2026-28, the TFWG were concerned to ensure that their work was supported and informed by a meaningful engagement process across the Church. Several briefing sessions were held for key stakeholder groups (including General Synod members, Bishops, Diocesan and Cathedral staff and trustees, Archdeacons etc.) to help develop their understanding of the process which was followed by a survey to help the TFWG understand broad perspectives on funding priorities. Other engagement activities were undertaken including General Synod fringe meetings and briefings for

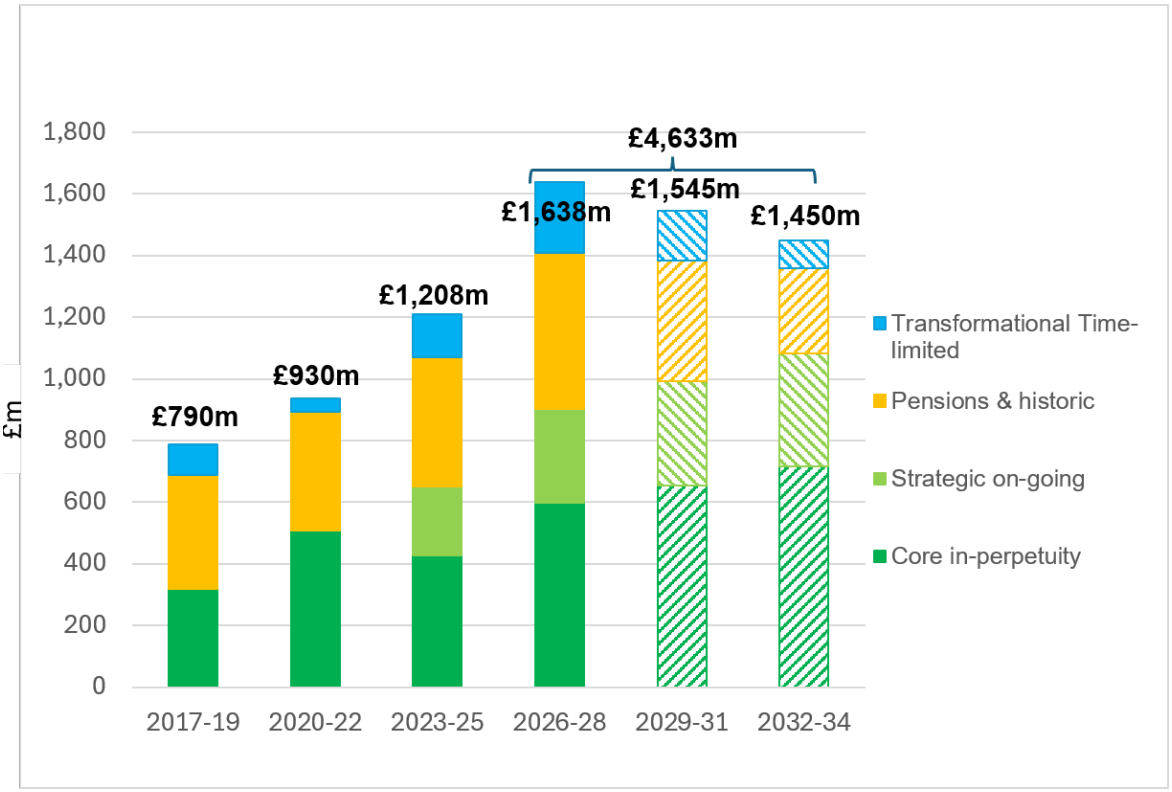
Regional Groups of bishops. The TFWG also received and considered correspondence from a range of different groups and networks from across the Church, and benefited from the diocesan engagement undertaken through the Diocesan Finances Review work.

40. Some of the expenditure from the fund managed by the Commissioners is of a time-limited nature, such as their obligation to fund clergy pensions arising from service until the end of 1998. Other expenditure, such as support for bishops, is on-going and needs to be provided for in perpetuity.

(ii) Spending plans 2026-28

41. The Church Commissioners plan to distribute £1.6 billion for 2026-28, an increase of more than 30% compared to the sum made available for 2023-25. Illustrative estimates[12] indicate that a sum of up to £4.6 billion could be available over the next three triennia, equivalent to 42% of the value of the endowment fund at 31 December 2024.

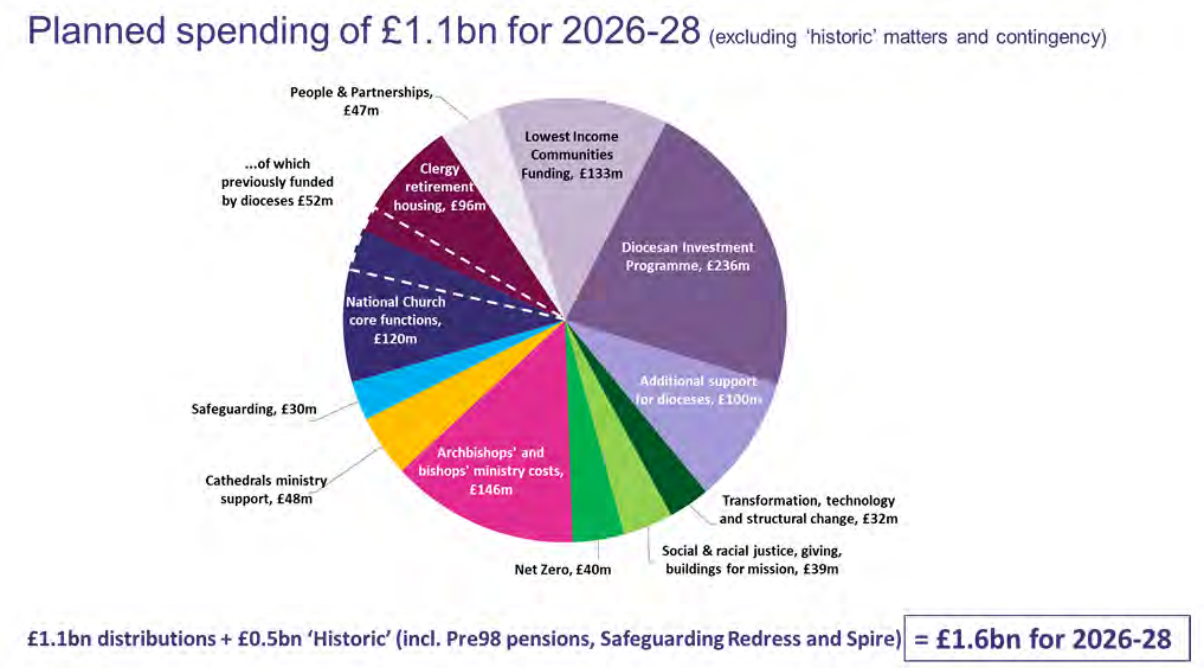
42. **Chart 8** shows planned distributions for 2026-28 and illustrative distributions for 2029-34 together with the sums made available for distributions over the previous three triennia. Planned distributions in 2026-28 are more than 30% above the sum made available in 2023-25 and more than double the sum in 2017-19. These above inflation increases have been made possible by the strong investment performance of the fund.



[12] Note that the Commissioners will determine the sums available for distribution in 2029-31 and 2032-24 in the first half of 2028 and 2031 respectively.

43. The increase in the Commissioners' distributions to support the work of the Church increased at a slower rate prior to 2017. For example, looking back a further three triennia, planned distributions in 2017-19 were 31% more than in 2008-10.

44. The national Church spending plans for 2026-28 which were presented to the General Synod in July 2025 are summarised in **Chart 9**. Further detail can be found in the supporting paper[13]. The Synod welcomed the financial package set out in the paper which detailed the 2026-28 spending plans, the Diocesan Finances Review recommendations and the clergy pensions improvement proposal.



45. The Church Commissioners directly fund clergy pensions arising from service until the end of 1998, their contribution towards the cost of the mission and ministry of bishops and cathedrals, Project Spire and their own costs. The remainder of the expenditure is granted to the Archbishops' Council.

46. Information on the Commissioners' past expenditure, can be found in its annual reports which are laid before the Synod every year[14].

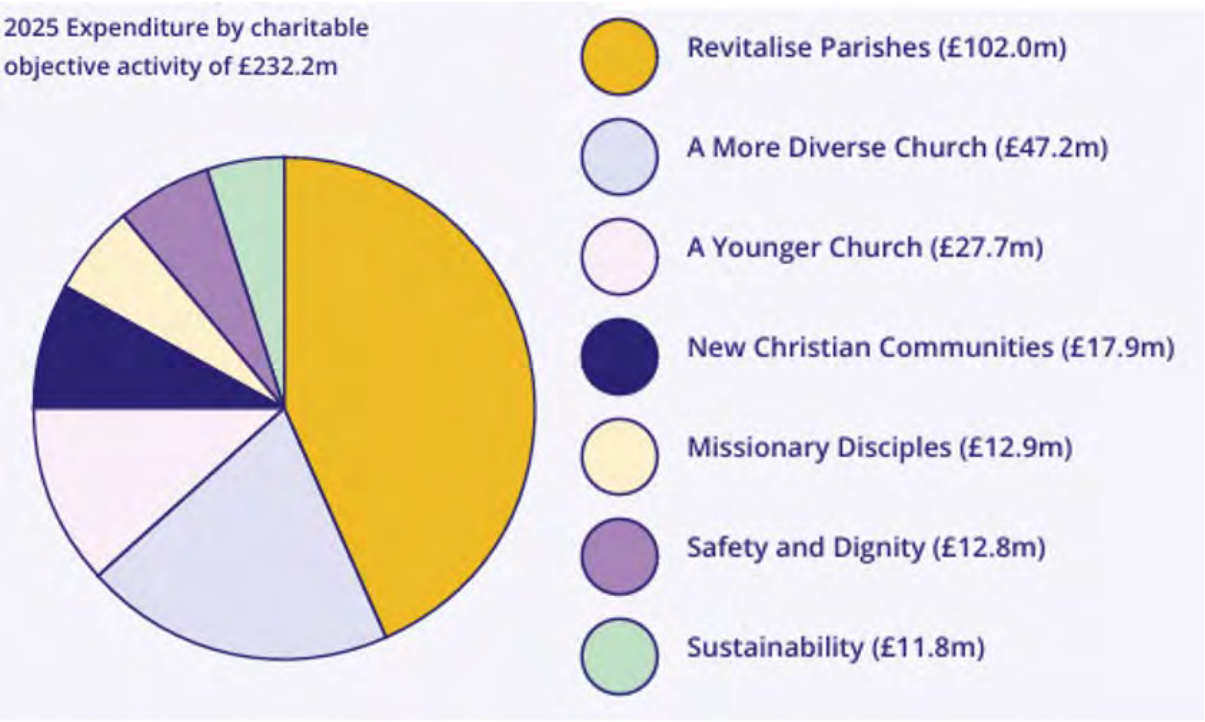
47. The Archbishops' Council is also required to lay its annual report[15] before the Synod every year and, unless the Business Committee determines the report should be deemed business, it is debated. The Council's 2025 expenditure[16], analysed between the objectives it has agreed, is shown in **Chart 10**.

[13] See gs-2402-spending-plans-2026-28.pdf

[14] See Publications | The Church of England – the 2025 report is at church-commissioners-for-england-annual-report-accounts-2025-final_0.pdf

[15] Annual reports, schedules showing grants and annual certificates can be found at the bottom of Archbishops' Council | The Church of England.

[16] The 2025 statutory report is at gs-2453-archbishops-council-annual-report.pdf and the impact report at cofe-archbishops-council-impact-report-final-digital-updated-09.07.2026.pdf



(iii) Looking forward to 2029-31 spending plans:

48. At the Synod's July 2025 Group of Sessions, in addition to the item on 2026-28 spending plans, the Synod considered a Diocesan Synod Motion (DSM) on redistribution of funds.[17] This motion asked for a fresh look at how the sums available for distribution from the Church's national endowment managed by the Church Commissioners should be distributed to support the mission and ministry across the Church of England.

49. Hereford was the first Diocesan Synod to pass this motion and nine other Diocesan Synods passed an identical motion. Two other Diocesan Synods passed a motion on the issue. The motion as amended passed by General Synod was:

[17] The supporting paper can be found at gs-2396a-redistribution-of-funds-dsm-july-2025.pdf and the Secretary General's accompanying paper at gs-2396b-revised-secretary-general-redistribution-of-funds.pdf.

That this Synod, noting the precarious financial position of many dioceses, concerns about the approach to national funding, and the challenges of sustaining stipendiary ministry in dioceses:

a) recognise the successful management of the Church's historic endowment over many years by the Church Commissioners, and the resulting significant uplift in recent triennia in distributions, and calls upon the Church Commissioners to continue to make available the maximum sustainable level of distributions in support of parishes and the work of clergy and other ministers;

b) welcome the greater level of stakeholder engagement which informed the spending plans for 2026-28, including the commitment to address concerns about clergy welfare through increasing clergy stipends and a range of other measures, and the commitment to increase funding for ministry in the most deprived communities;

c) call upon the Archbishops' Council and the Church Commissioners to continue that engagement from now on, including ensuring Synod has a more formal role in the development of the future Funding Framework at a formative stage, as proposed in the draft National Church Governance Measure; and

d) call upon the Business Committee of the General Synod to schedule early in the next triennium a full debate that will enable Synod to express its view on the approach to disbursing funding, including support for local stipendiary ministry. This should be based on robust financial modelling to avoid unintended consequences and to inform the development of the Funding Framework.

50. The National Funding for Diocesan Ministry (NFDM) review has been established to support the Church of England in considering how national funds are distributed to dioceses to sustain and grow mission and ministry across diverse contexts. The review responds to the motion passed by the Synod in July 2025.

A report on the initial stages of this work was made to the General Synod in July 2026[18]. This included stating the membership of the Steering Group – co-chaired by the Bishops of Bath & Wells and Manchester - which will oversee this work, bringing together episcopal, diocesan, Synodical and governance perspectives; the scope of the review; a summary of work to date; emerging themes and workstreams. Synod members had the opportunity to attend a fringe meeting to begin initial engagement on the emerging themes and to consider how education and information about the current funding models should be developed.

[18] See gs-misc-1464-national-funding-for-diocesan-ministry-review-initial-stages-of-work_0.pdf

51. The Steering Group has now set out in GS Misc 1472 a further update on the work and an initial pack of data which is being gathered to support the analysis and work of the review.

E. Conclusion

52. The material presented in this paper shows a Church with substantial resources, extensive assets and significant national funding capacity for which we are grateful. However, there is considerable variation in financial resilience and resources are not uniformly available to meet pressures in the Church. Aggregate figures must therefore be considered alongside the circumstances of individual parishes, dioceses and other Church bodies.

53. In financial terms, the Church of England is exceptionally well resourced in comparison with many other provinces of the Anglican Communion. Its historic endowments, investments and institutional resources give it a financial capacity that much of the Communion simply does not share. That relative wealth brings both opportunity and a particular stewardship responsibility.

54. This provides background for Synod Members in approaching financial business and which will be built on in the more detailed work already begun in the National Funding for Diocesan Ministry review. The intention is that debate in Synod in 2027 on the approaches to national funding which will inform the development of the 2029–31 spending plans for the Church's national endowment managed by the Church Commissioners. We, and the trustee boards we serve, look forward to Synod members' engagement with this process.

Rosie Slater-Carr: Chief Executive, Church Commissioners
William Nye: Secretary General, Archbishops' Council
October 2026

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Annex 1

Summary details of the National Church Institutions

Archbishops' Council

Established: 1999

Charitable Objects: to co-ordinate, promote, aid and further the work and mission of the Church of England (National Institutions Measure 1998 s. 1(1)).

Number of trustees: 19 (ex-officio: both archbishops, both prolocutors, chair and deputy chair of the House of Laity. Elected: two from each House of the General Synod. Six trustees appointed by the Archbishops following consultation with the Council and the Appointments Committee of the General Synod and with the approval of the General Synod. A Church Estates Commissioner appointed by the Archbishops.

Church Commissioners

Established: 1948

Charitable Objects: The Commissioners have many powers set out in legislation including the powers which enable them to support the mission and ministry of bishops and cathedrals. However, the main funding powers for grants to the Archbishops' Council are controlled by two distinct funding powers in the National Institutions Measure 1998 (NIM) and in the Church of England (Miscellaneous Provisions) Measure 2018.

Under the NIM the Archbishops' Council must have due regard to specific purposes in the use of the funds provided, namely those set out in section 67 of the Ecclesiastical Commissioners Act 1840:

*"Except as herein otherwise specified, all the monies and revenues to be paid to the **[**Church Commissioners**]**, and all the rents and profits of the lands, tithes, and other hereditaments vested and to be vested in them the said commissioners by and under the authority of this Act, together with all accumulations of interest produced by and arising therefrom, shall be from time to time carried over by the said commissioners to **[**their general fund**]**, and by payments or investments made out of such fund, or, if in any case it be deemed more expedient, by means of an actual conveyance and assignment of such lands, tithes, or other hereditaments, or of a portion thereof, additional provision shall be made for the cure of souls in parishes where such assistance is most required, in such manner as shall be deemed most conducive to the efficiency of the Established Church."*

Note: 'most required' has always been understood to include both need and opportunity.

Under section 1(1) of the Church of England (Miscellaneous Provisions) Measure 2018: *"The Church Commissioners may make grants out of their general fund to the Archbishops' Council for the purposes of the Council's functions."*

Number of trustees: 27 (ex-officio: both archbishops; two Church Estates Commissioners appointed by the monarch, one Church Estates Commissioner appointed by the Archbishop of Canterbury, eleven elected by the General Synod (four bishops, three clergy and four laity); two deans elected by the deans; nine nominated trustees (three by the monarch, three by the Archbishops, three by the Archbishops after consultation with others including the Lord Mayors of London and York and the Vice Chancellors of Oxford and Cambridge Universities)

Church of England Pensions Board

Established: 1926

Charitable Objects: as set out in the Church of England Pensions Measure 2018. The Board acts as trustee for several pension schemes and provides other support including housing provision for retired clergy.

Number of trustees: 10 (chair appointed by the Archbishops with the approval of General Synod; two appointed by the Archbishops; one appointed by the Archbishops after consultation with the Chairs of the Appointments Committee and the House of Laity; one appointed by the Archbishops after consultation with the Chair of the Appointments Committee and the Prolocutors; one appointed by the Archbishops after consultation with the Church Commissioners and representatives of the dioceses; three elected by members of the pension schemes; one elected by the employers of the Church Workers Pension Fund and the Church Administrators Pension Fund.

National Society (Church of England and Church in Wales) for the promotion of education

Established: 1811

Charitable Objects: The promotion, encouragement and support of education in accordance with the principles of the Church of England, in England and Wales and in any other part of the world where the Church of England or Churches in communion with it may be at work.

Trustees: 9-12 (four including the chair appointed by the Archbishops after consultation with the Appointments Committee, one appointed by the Chair, two appointed by the Governing Body of the Church in Wales, two elected by the General Synod, up to three coopted for their skills and expertise)

Church of England Central Services

Established: 2014

Summary Charitable Object: To enhance the efficiency and effectiveness of the charitable national and diocesan institutions of the Church of England and of other charities with a Church ethos.

Trustees: Two each appointed by the Archbishops' Council, Church Commissioners and Church of England Pensions Board.

The Archbishop of Canterbury in their corporate capacity (in practice the Office of the Archbishops of Canterbury)

Summary Objects: To support the ministry of the Archbishops of Canterbury

This includes the Archbishops' Advisers for appointments which supports the Archbishops of Canterbury and York in their responsibilities for appointments to senior roles and for ensuring that senior clergy are equipped to deliver a demanding agenda.

The Archbishop of York in their corporate capacity (in practice the Office of the Archbishops of York)

Summary objects: To support the ministry of the Archbishop of York