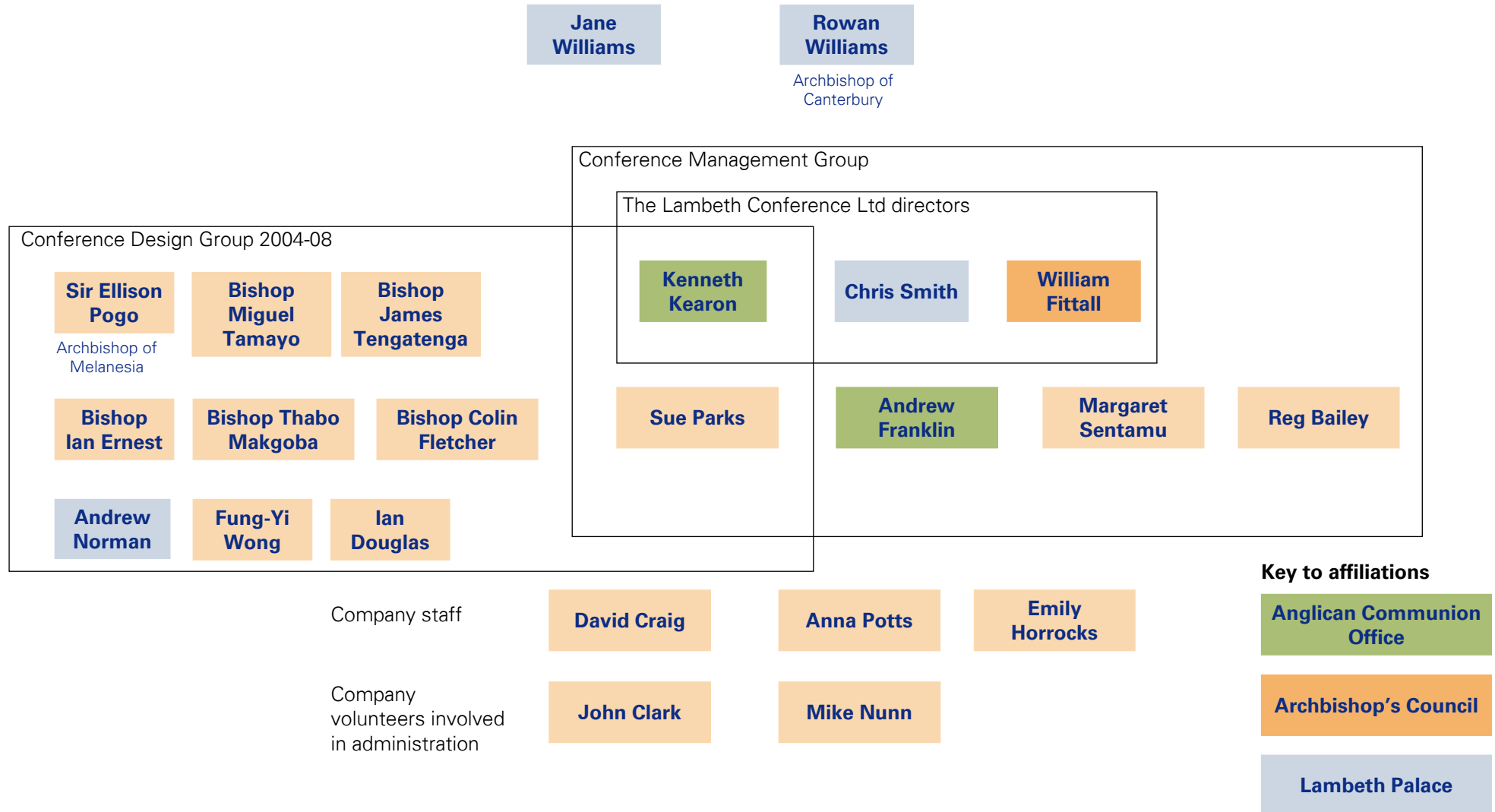


Appendices

- A The Lambeth Conference 2008 - organisation chart
- B High level timeline
- C Key actions and decisions, with an indication of the parties involved
- D Summary of financial position of the 2008 conference, as at 31 December 2008
- E Explanatory note re the movement in the financial results between August and December 2008
- F Summary of incoming resources, at 21 October 2008
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Appendix A

The Lambeth Conference 2008 – organisation chart



Appendix B

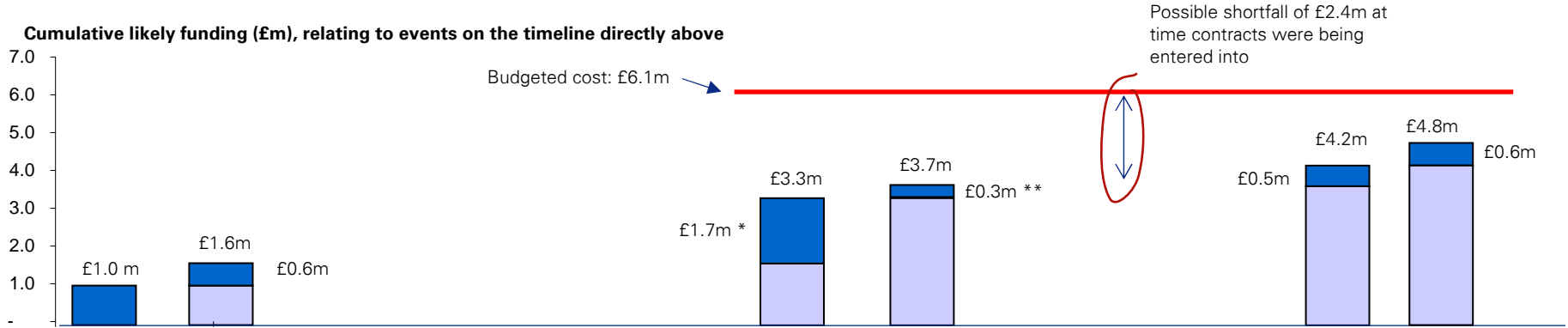
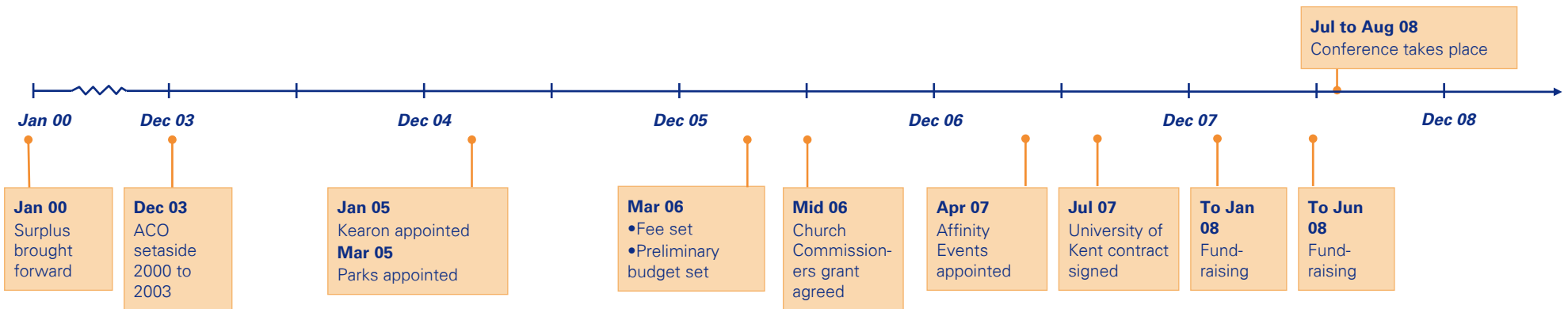
High level timeline

Conference Design Group meets

Conference management group meets

Lambeth Conference company in place

Note: This timeline is high level and does not include all decisions and events. The funding chart is illustrative only and we have not analyzed the funding position by month.



* Assumed fee income (£1,970 x 1,350 delegates, less £1 million expected to be paid from Bursary fund). Actual fee income excluding amounts from Bursary fund was £1.3 million.
 ** Church Commissioners grant to cover company staff costs (other elements excluded as fee income is within the £1.7 million, and the Archbishop's entertaining did not go through the company).

■ New likely funding due to action on timeline

Key actions and decisions, with an indication of the parties involved

Date	Action/decision	Taken by(✓) / involving(+) / unclear(?)					
		Archbishop of Canterbury	Lambeth Conference Design Group	Anglican Consultative Council / related committees	Lambeth Conference Management Group	Lambeth Conference Company	Anglican Communion Office staff
2003	ACO relocates to St Andrew's House			✓			
2003	ACO decides not to set aside further money each year for the 2008 conference			✓			
Dec-04	Idea of 'the Gathering' put to one side	+	✓				?
Dec-04	Idea of S Africa as LC venue abandoned; UK instead	+	✓				?
2005	Decision to hold spouses' conference	✓	+				
2005	Decision to invite (English) suffragans	✓	+				
Jan-05	Kenneth Kearon appointed as Sec Gen of the Anglican Communion			✓			
Mar-05	Sue Parks appointed Gen Manager of the Lambeth Conference			✓			
May-05	Inclusion of management of spouses' conference in conference manager's remit		✓				?
Jan-06	LC Mgt Group formed			?			✓
Mar-06	Conference fee set at £1,970 per head				?		✓
May-06	Church Commissioners' contribution, incl attendance fees for CofE bishops, set at £1.05m max [Crs' decision]						+
Oct-06	Lambeth Conference Company formed			?	+		✓
Early 2007	Adoption of self-select and <i>indaba</i> small-group format	+	✓				?
Apr-07	Letter of agreement with Affinity Events					✓	+
Jul-07	Contract with University of Kent					✓	+
? 2007	Archbishop confirms invitation list	✓				+	+
Oct-07	Archbishop confirms he does not approve fundraising in the US	✓				+	+
Apr-08	Archbishop agrees to reenergising fundraising in the US	✓				+	+

Summary of financial position of the 2008 conference, as at 31 December 2008

	Consolidated position 31 December 2008 £000
Incoming resources	4,983
Resources expended	(5,243)
Net (outgoing) / incoming resources	<u><u>(260)</u></u>

Source: Schedule received from Andrew Franklin on 19 January 2009, titled "Lambeth Conference Position Summary 31/12/08".

The above shows the consolidated position for the conference. In Andrew's schedule, the conference fees paid by bursary funds are shown as income in the main income statement, and as costs in the Bursary assistance table. The tables below show how the figures above are compiled from figures on Andrew's schedule. This is in accordance with explanations received from Andrew in discussion.

	£000
Incoming resources:	
Total incoming resources per main income statement	4,487 (A)
Balance from earlier conference per main income statement	188
Funds brought forward on Bursary income statement	859
Funds raised per Bursary income statement	305 (B)
Aggregated income	<u>5,839</u>
Less amounts for conference fees paid by Bursary fund, included in both (A) and (B) above	
- Bishops	(424)
- Spouses	(432)
Consolidated income	<u><u>4,983</u></u>
Resources expended	
Total resources expended per main income statement	4,935
Bursary assistance costs	1,164
Aggregated resources expended	<u>6,099</u>
Less amounts for conference fees paid by Bursary fund, which are not a real outgoing	
- Bishops	(424)
- Spouses	(432)
	<u><u>5,243</u></u>

Explanatory note re the movement in the financial results between August and December 2008

The financial position of the conference at 31 December 2008 is a deficit of **£260,000** (appendix D). At the end of the conference the deficit was expected to be **around £1 million** (Report and Financial Statements of The Lambeth Conference company for the period ended 31 December 2007, note 13).

That is, there has been an improvement in the position of around **£740,000** between early August and the end of the year.

Workbooks provided by Andrew Franklin on 3 December 2008, and schedules he provided that show the position at 31 December 2008, indicate that large elements of the difference include:

Additional incoming resources:

The Exeter Diocesan Bd of Finance Donation	10	
St Edmundsbury & Ipswich DBF Donations	10	
Charitable Trust Donation	160	
Additional contributions to employment costs, from the Church Commissioners	17	
Additional fundraising in December 2008	61	
		258

Lower resources expended:

Release of over-accrual for costs re Bishops' conference (approximate)	145	
Release of over-accrual for costs re Spouses' conference (approximate)	167	
Release of over-accrual re travel costs claimed against Bursary funds (approximate)	5	
		317
		575

Please note the Review working group has not performed a full reconciliation, or audited Andrew's schedules.

Summary of incoming resources, at 21 October 2008

	1998 (Notes 1 and 3) £000	2008 (Note 2) £000
Incoming resources		
Balance brought forward from prior conference, including subsequent investment gains / losses (2008 includes amounts received from Canada from 2000 to 2008 of £105,000)	20	1,047
Inter-Anglican budget contributions	931	594
Direct payment fees (excludes fees met from Bursary fund)		
Paid by Church Commissioners (Church of England delegates)		361
Paid by other attendees		964
	1,217	1,325
Grants and donations		
USA Dioceses	340	86
Church of England Dioceses	555	506
Church Commissioners - for staff costs (note 5)	27	260
Trinity Church Wall Street (note 6)	122	0
Charitable Trust Donation	0	160
Church of England Parishes	0	105
St Augustine's Foundation	60	100
Other	415	327
	1,519	1,544
Interest, investment income (realised and unrealised)	544	222
Other incomes (including market place, fee processing charges)	74	79
Total incoming resources (Note 4)	<u>4,305</u>	<u>4,811</u>

Notes

- 1 Source: Anglican Consultative Council - Lambeth Conference 1998: Financial Report covering the period 1 January 1990 to 31 December 1999.
- 2 Source: Annex F (schedule entitled "Budget as amended to April 2008, Bishops, Spouses and Bursaries, With actual income and costs to October 21, 2008") to the Directors' paper dated 23 October 2008, and schedule received from Andrew Franklin on November 24, 2008, titled "Funds Raised by 21/10/08".
- 3 The Financial Report for the 1998 conference (referenced in note 1 above) does not contain a consolidation. The three income statements (Bishop's, Spouses and Lambeth Conference Fund) have been aggregated, and identifiable transfers between those income statements eliminated. This may not represent a complete consolidation.
- 4 Between 21 October 2008 and 31 December 2008, a further £172,000 was collected (£4,811,000 above plus £172,000 gives £4,983,000 per appendix D).
- 5 In addition, in 1998 the conference manager was seconded from the Church Commissioners' staff and his salary paid directly by the Church Commissioners.
- 6 In 2008, Trinity Church donated substantial broadcasting / camera support, hence the low spend against budget reflected under these headings in Appendix I.

Summary of expenditure

	1998 Actual (Notes 1 and 2) £000	2008 Budget (Note 3) £000	2008 Actual (Note 4) £000
Bishop's conference	2,661	4,348	3,823
Spouses' conference	646	1,230	1,112
Travel expenses met by Bursary fund (1998 includes appeal costs)	248	490	308
	<u>3,555</u>	<u>6,068</u>	<u>5,243</u>

Notes

- 1 Source: Anglican Consultative Council - Lambeth Conference 1998: Financial Report covering the period 1 January 1990 to 31 December 1999
- 2 The Financial Report for the 1998 conference (referenced in note 1 above) does not contain a consolidation. The three income statements (Bishop's, Spouses and Lambeth Conference Fund) have been aggregated, and identifiable transfers between those income statements eliminated. This may not represent a complete consolidation.
- 3 Source: Annex E to the Directors' paper dated 23 October 2008. The schedule is titled "Lambeth Conference 2008, Budget Combined Schedule as amended to version dated 21 May 2008, Bishops, Spouses and Bursaries".
- 4 Source: Schedules received from Andrew Franklin:
 - on 27 November 2008, titled "Lambeth Conference 2008, Budget as amended to version dated 21 May 2008, Bishops, Spouses and Bursaries, With actual income and costs to November 25 2008" and "Lambeth Conference 2008 - Overview Budget"; and
 - on 19 January 2009, titled "Lambeth Conference Position Summary 31/12/08".
 Figures assume that the movement in expenditure between 25 November 2008 and 31 December 2008 of £23,000 relates entirely to the Bishop's conference.

Work performed by the review work group

- 1 Review of the paper prepared by the directors of the Lambeth Conference company, dated 23 October 2008.
- 2 Interview of William Fittall, director of the company and Secretary General of the Archbishop's Council.
- 3 Interview of Sue Parks, conference manager.
- 4 Interview of Chris Smith, director of the company, and the Archbishop of Canterbury's Chief of Staff.
- 5 Interview of Andrew Franklin, Finance and Administration Director, Anglican Communion Office.
- 6 Interview of Kenneth Kearon, director of the company and Secretary General of the Anglican Communion Office.
- 7 Interview of Elizabeth Paver, member of the Inter-Anglican Finance and Administration Committee.
- 8 Interview of Rowan Williams, Archbishop of Canterbury.
- 9 Review of meeting minutes provided by Andrew Franklin and Deirdre Martin.
- 10 Review of financial information provided by Andrew Franklin.
- 11 Discussions with Andrew Franklin between November 2008 and January 2009 regarding the financial information he provided.

Schedules received from Andrew Franklin on 19 January 2009 illustrating the position at 31 December 2008, titled "Balance Sheet 31st December 2008" and "Position Summary 31/12/08"

Annex H

**Lambeth Conference
Balance Sheet 31st December 2008**

	31st December Total £	25th November Total £
Fixed Assets		
Investments	-	-
	<u>-</u>	<u>-</u>
Current Assets		
Amounts Receivable	24,586	8,728
Cash at Bank and in Hand	15,737	36,795
	<u>40,323</u>	<u>45,523</u>
Current Liabilities		
Creditors - less than one year	12,312	13,816
Loans Archbishop's Council & Church Commissioners	288,000	350,000
	<u>300,312</u>	<u>363,816</u>
Net Current Assets/(Liabilities)	<u>(259,989)</u>	<u>(318,293)</u>
Total Assets less Liabilities	<u>(259,989)</u>	<u>(318,293)</u>
Fund Balance	<u>(259,989)</u>	<u>(318,293)</u>

Lambeth Conference
Position Summary 31/12/08

Income and Expenditure

Incoming resources	Budget	Actual	Variation
	£	£	£
Inter Anglican Budget Contributions	594,000	594,000	-
Conference Fees			
Bishops	1,477,500	1,227,569	249,931
Spouses	1,182,000	943,599	238,401
Other Paying Guests	39,400	23,132	16,268
Lambeth Conference Fund Appeal	1,440,082	1,070,735	369,347
Grants & Donations (Spouses programme)	12,500	12,800	(300)
Contributions to Costs			
Church Commissioners Employment Costs	299,000	311,770	(12,770)
Marketplace Income	70,000	68,986	1,014
Income from Wines Drinks Private Dinners	60,000	390	59,610
Publications etc	-	63	(63)
Fees processing charges	15,000	10,086	4,914
Carbon Footprint contributions	-	223	(223)
Investment income	224,878	223,149	1,729
	5,414,360	4,486,502	927,858

Expenditure

Employment costs	379,000	383,801	(4,801)
Office expenses etc			
Equipment Hire	40,000	20,378	19,622
Printing Postage & Stationery	47,208	60,541	(13,333)
Registration software	9,000	10,034	(1,034)
Other Office Expenses	45,878	36,870	9,008
Audit & Professional fees	28,700	24,570	4,130
Preparatory Meetings	240,856	232,516	8,340
Accommodation:			
Bishops	1,211,250	932,636	278,614
Spouses	969,000	724,307	244,693
Guests	61,370	53,856	7,514
Crew	123,250	81,381	41,869
Speakers Presenters			
Accommodation	34,000	54,944	(20,944)
Fees	-	1,608	(1,608)
Travel - Speakers	22,550	11,958	10,592
Bible Study Leaders			
Accommodation	25,000	21,005	3,995
Travel - Bible Study	20,000	21,237	(1,237)
Honorarium	5,000	2,600	2,400
Chaplaincy Team			

Accommodation	39,100	44,030	(4,930)
Travel - Chaplaincy Expenses	20,000	17,542	2,458
	7,125	879	6,246
Worship Team			
Accommodation	11,730	15,450	(3,720)
Transport	2,000	3,059	(1,059)
Honoraria / Music	12,000	10,865	1,135
Sacristy Costs	5,000	47	4,953
Translators			
Accommodation	38,250	88,225	(49,975)
Fees	118,480	108,161	10,319
Travel	4,000	7,422	(3,422)
Equipment Hire	67,000	83,376	(16,376)
Room Set Up	37,000	10,605	26,395
Technicians	10,500	37,000	(26,500)
Communications/Press/PR			
Fees	30,000	13,606	16,394
Accommodation	21,250	56,213	(34,963)
Pre-conference publicity	15,000	13,930	1,070
Television programme	50,000	-	50,000
Camera and filming	45,000	4,598	40,402
Volunteer Expenses			
Expenses	15,100	4,141	10,959
Meals	8,640	10,530	(1,890)
Stewards Programme			
Accommodation	132,925	110,091	22,834
Other	102,075	40,147	61,928
Secretariat			
Accommodation	78,200	75,666	2,534
Travel	-	5,454	(5,454)
Lambeth Palace Staff	22,950	21,661	1,289
Telecommunications etc			
Access logins	15,000	80,576	(65,576)
Office telephones, faxes	15,000	9,583	5,417
Walkie Talkie	2,000	5,230	(3,230)
Mobile Phones	10,000	100	9,900
Audio Visual equipment	45,000	36,935	8,065
Other	-	5,814	(5,814)
Conference Publications	100,000	72,136	27,864
Meeting Room Costs			
Set Up	12,000	15,485	(3,485)
Room Hire	120,300	145,720	(25,420)
Hire of Technical Services - Marquee	-	275,380	(275,380)
Hire of Technical Services - Sports Hall	-	127,616	(127,616)
Marquee and Furniture	135,000	134,747	253
Wine Drinks Private Dinners/Hospitality	80,000	48,378	31,622
Insurance	50,000	21,364	28,636
Campus signage	2,500	-	2,500
Misc - Conference bags etc	15,000	20,518	(5,518)
Special gifts	20,000	24,929	(4,929)

Observers	20,000	-	20,000
Facilitation by Events Management	113,000	148,672	(35,672)
Market Place Expenditure	43,000	50,116	(7,116)
Security	27,000	33,000	(6,000)
Transport etc Campus Minibus	28,000	-	28,000
Transport Coach transport	212,000	215,706	(3,706)
Carbon Footprint	58,000	6,000	52,000
	<u>5,278,187</u>	<u>4,934,945</u>	<u>343,242</u>
Contingency	300,000	-	300,000
	<u>5,578,187</u>	<u>4,934,945</u>	<u>643,242</u>
Net incoming/(outgoing)	(163,827)	(448,443)	284,616
Balances from earlier conference	188,455	188,455	-
Surplus/(Shortfall)	<u>24,628</u>	<u>(259,988)</u>	<u>284,616</u>

'Bursary' Assistance	Budget	Actual	Variation
Conference Fees:			
Bishops	505,000	424,015	80,985
Spouses	505,000	432,016	72,984
Travel etc			
Bishops	245,000	164,172	80,828
Spouses	245,000	141,285	103,715
Ecumenical Visitors etc		2,952	(2,952)
	<u>1,500,000</u>	<u>1,164,440</u>	<u>335,560</u>
Less funds brought forward, further funds received on basis of original fund and investment revaluations	861,000	859,322	1,678
Requirement	<u>639,000</u>	<u>305,118</u>	<u>333,882</u>
Covered by funds raised through special appeal		<u>305,118</u>	

Total Funds Raised through Appeals etc:	
Against conference budget	1,070,735
Against assistance to delegates	305,118
	<u>1,375,853</u>