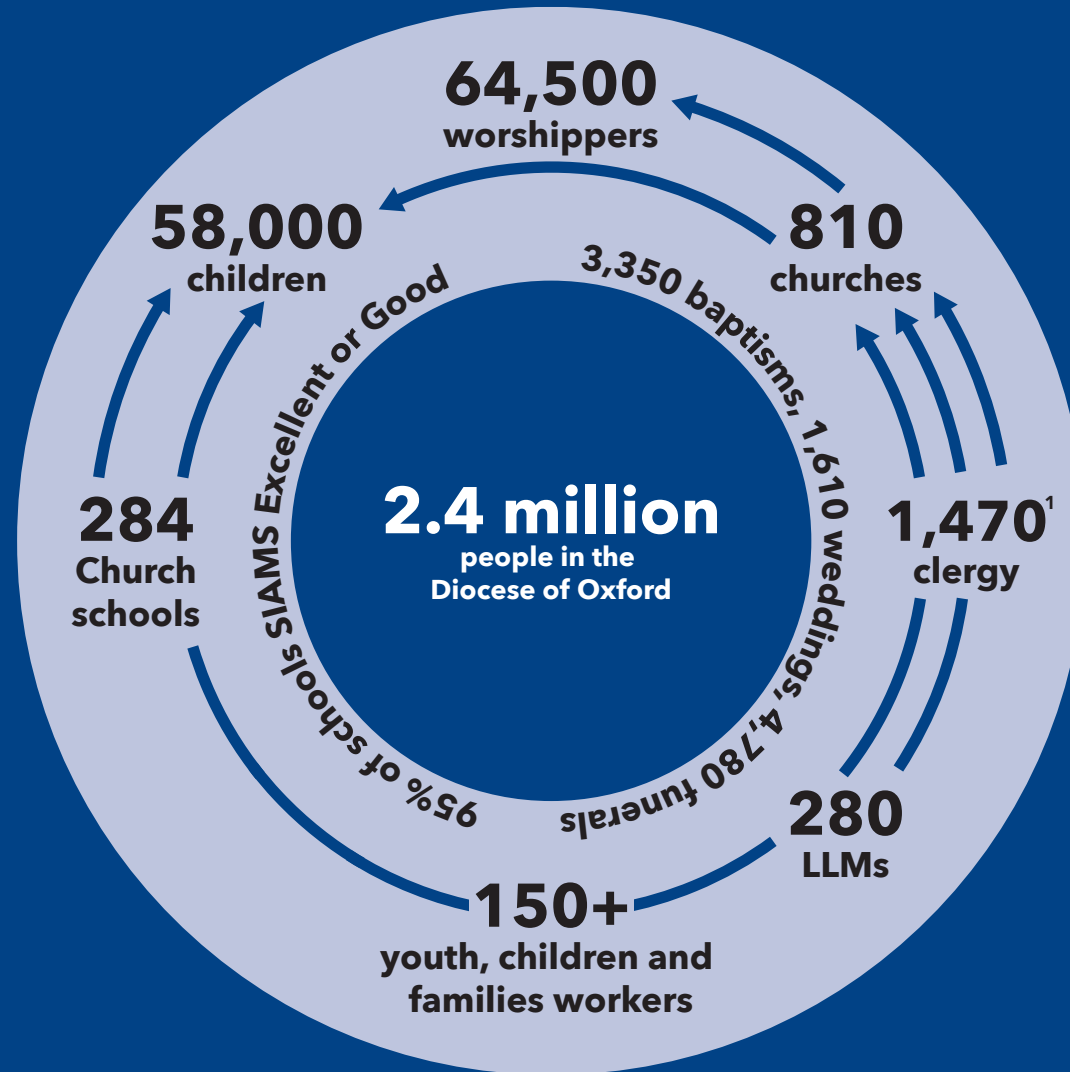


On the money

How we're funded, and how that money helps our churches and schools to thrive.

1. Introduction
2. Financial summary
3. Our income
4. Our expenditure
5. Grants to others
6. The parish share
7. Myth busting
8. Further information



1. Includes clergy with Permission to Officiate (PTO), but excludes retired clergy living in the diocese who do not hold PTO.

Introduction

The Diocese of Oxford is the Church of England in Berkshire, Buckinghamshire and Oxfordshire. We are a living, growing network of more than a thousand congregations, chaplaincies and schools, working with God and with others for the common good in every place in one of the great crossroads of the world.

You probably know that we're one of the largest dioceses in the Church of England, but did you know that three of our four episcopal areas are often larger than entire dioceses elsewhere in the Church?

Around 2.4 million people live in a parish that's served by one or more of our 810 churches and 274 church schools.

With size comes responsibility. We spend around £29 million each year directly or indirectly supporting the mission and ministry of the Church of England, our schools and partner agencies.

That's a huge amount of money for us all to raise each year, so we have a duty to spend it well. This document sets out to explain how we do just that.

But before we begin, what, or who, is the diocese? The answer is that every congregation, church, church school, parish and benefice make up the Diocese of Oxford, and that's how we most often refer to ourselves: the diocese is all of us working together for the sake of God's world.

Of course, there must be a legal entity to manage all the money that flows in and out to support the mission we've been given. The Oxford Diocesan Board of Finance (ODBF) is an incorporated, charitable body that is the diocese's financial executive.

A separate legal entity, the Oxford Diocesan Board of Education (ODBE), serves and advises our church schools. The ODBE receives an annual grant of £269,000 from the board of finance but is otherwise funded from education income streams.

In the face of social change and challenging economic times, the continued generosity and commitment of our congregations is essential. We're committed to making sure those resources are used efficiently, effectively and responsibly. Read on to find out more, and please do write in with any suggestions for how we can improve the information presented here.



Canon Mark Humphriss
Diocesan Secretary



The Rt Revd Dr Steven Croft
Bishop of Oxford

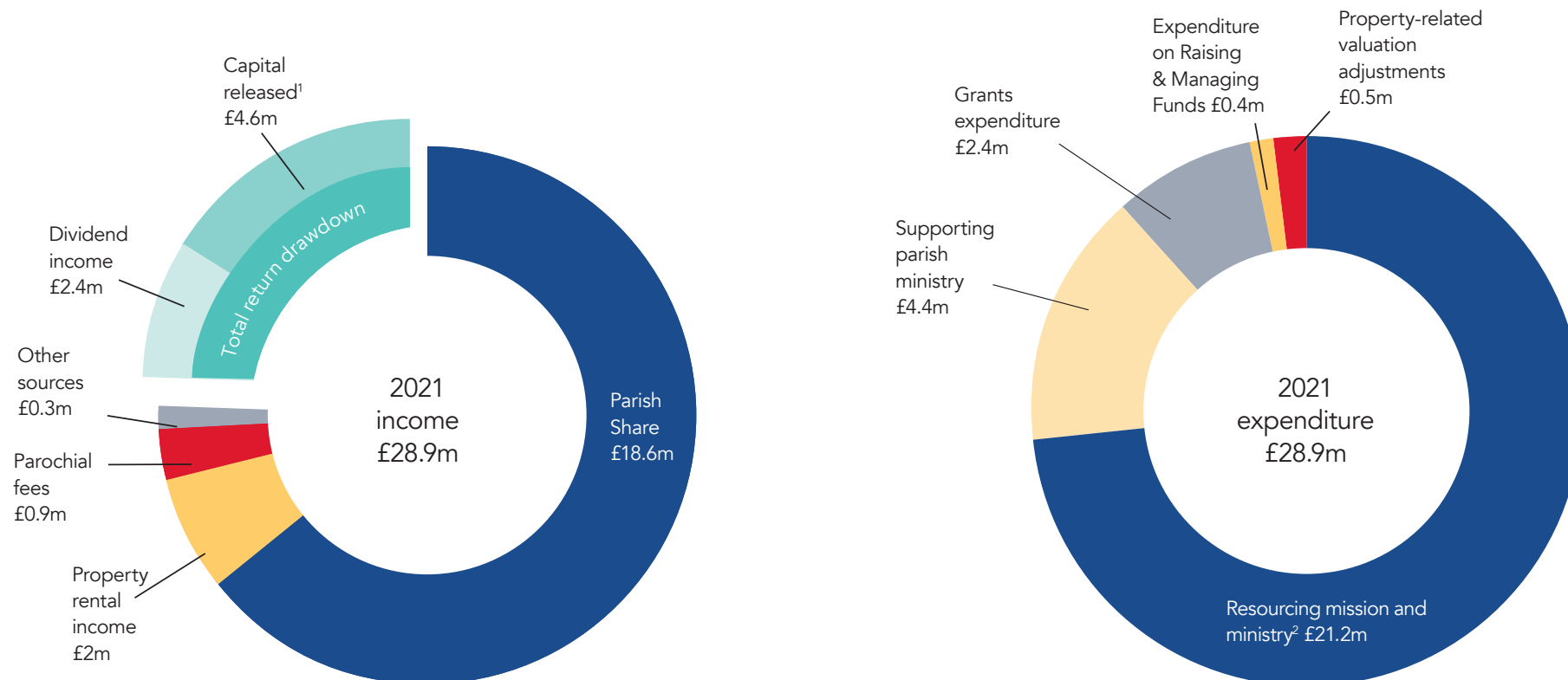
This activity analysis was published in October 2022. To comment or suggest improvements for future editions, please email communications@oxford.anglican.org

Did you know?

- Around 2.4m people live in a parish served by our churches and schools.
- Mission and ministry across the diocese costs around £29m each year.
- Parish share income accounts for 70% of expenditure from our core budget.
- 90 pence in every pound of expenditure comes back to our parishes.
- Clergy stipends are by far our biggest expenditure at c. £19m each year.
- Stipendary clergy deployment will be broadly stable for the next 5 years.
- It costs £2.5m each year to support and train lay and ordained ministers.
- Our support costs are just 4.2% of total expenditure.

Total income and expenditure

We spent £28.9m in 2021. This was funded by donations from the church community and income from other sources. This page illustrates where funds came from to finance the level of expenditure during the year.



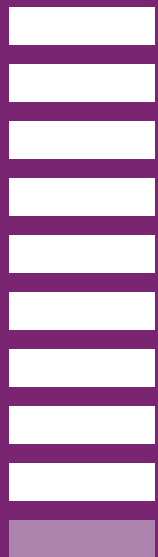
1. Capital released from total return. See section 3.

2. Including common vision expenditure.

Categories shown above and throughout this document differ to those shown in the 2021 accounts. This is an activity-based document that reflects a more meaningful split of income and expenditure. This approach will be reflected in 2022 accounts, to be published in June 2023.

Did you know...

90 pence in every pound comes back to our parishes in



- **Clergy** - stipends, pension contributions, housing and ongoing training
- **Curates** - selection, training, stipends, pension contributions and some housing
- **Support for parish ministry** - mission, church buildings, safeguarding etc.
- **Development Fund** - grants to parishes for missional projects.

10 pence in every pound goes to



- **National Church costs**, including support to churches in poorer parts of the country
- Our contribution towards the funding of **initial ordination training** at a national level
- Other diocesan **support and administration** costs.

Where the money comes from

The parish share raised by our church congregations will account for an amazing 70% of the money the diocese spends from the core budget in 2023. And it's thanks to the generosity of our predecessors (realised today as the income we generate from our assets) that parish share allocations today are a lot lower than they would otherwise have to be.

Taken together, the parish share, Glebe, fees and other investment income described here means that we can support, house and train our clergy.

But the money goes beyond simply maintaining the status quo. It means we can be a generous, self-sustaining and growing community of Christians - one that's capable of funding the level of change required for the future Church together with many new ministry and mission projects each year.

Parish share

The parish share is the amount of money that each parish is asked to contribute to support the provision of mission and ministry of the Church in the Diocese of Oxford and beyond. It's the responsibility of us all and an essential part of our discipleship and how our clergy are funded.

The parish share raises around £18m each year, and without it we simply would not be able to support and pay for our clergy. With it, we're able to ensure appropriate levels of ministry provision across each of our 284 benefices. You'll find a detailed explanation of the principles behind the parish share, along with the formula for deanery allocations, on page 18.

Parochial fees

It is a statutory requirement for diocesan boards of finance to collect a portion of the parochial fees (the monies charged by parishes for occasional offices) each year. But did you know that the Diocese of Oxford is one of the few that route these funds, almost £1m each year, back through a credit to the parish share system?

Glebe income

Alongside our investments in equities and bonds, the diocese holds land and commercial properties, known as Glebe, and it accounts for some £5m of our annual income.

Historically, Glebe was the land given to individual priests to provide them with a source of income. The amount of such land varied from one parish to another, creating wealthy 'livings' and poor ones. In 1978 all such land was transferred to the dioceses and held as an endowment fund to pay the parish priests centrally and equitably.

As a result, the Oxford Diocesan Board of Finance (ODBF) holds permanent endowments in land, buildings and investments, which has been built up over many years.

Thanks to outstanding management of our property portfolio, coupled with the growth in stocks and shares in recent years, Glebe income makes a significant contribution to the life of our churches right across the diocese.

Inflationary pressures

In the year to October 2022, the UK has one of the highest inflation rates in the developed world – just over 10% at the time of writing.

Despite this, we've been able to increase stipends by 3% for 2022/3 and, for the third year running, freeze any increase in the average parish share.

Although parishes will pay the same in 2023 as in 2020-22 (helped by a reduction in the cost of the clergy pension scheme), an increase will be needed for 2024 as inflationary pressures are set to continue.

As clergy stipends form the largest element of diocesan expenditure, there is a close correlation between the stipend increase we can pay and the increase required in the parish share. With parish costs increasing too, it's a good idea to ask your congregation to prayerfully review their giving sooner rather than later. A range of resources are available from the diocese to support you in that.

Glebe investment income

The diocese currently has over £110m that is ethically invested in the stock market, generating dividend income, and some farms and commercial properties, generating rental income for the diocese. This income is further 'topped up' by a release of funds from total return. Once fund manager fees are accounted for, Glebe investment income makes a healthy contribution to parochial stipends of some three million pounds each year.

Total return income

Total return means that we are able to spend any capital increase we generate above inflation in the value of our investments. Total return income accounts for some £7m per annum, which is in addition to our actual core income in 2021 of £24.3m (this makes a total of £31.3m, the difference between figures shown on page 4 is due to amounts earmarked by Bishop's Council for expenditure in future years).

In recent years, charities with permanent endowments (a gift of money, land or property which must be held forever), have experienced relatively low income from dividends and interest payments,

though the capital gain on their endowments has been high.

Total return allows increases in the value of a permanent endowment to be used as income while respecting and preserving the real value of the charity's permanent endowment. This means that the charity, in our case, the Oxford Diocesan Board of Finance, can balance provision for current and future needs.

We have adopted the approach of each year making 7 per cent of the fund available to be spent on supporting clergy, which then frees up an equivalent amount of parish share to be allocated by Bishop's Council. This ensures that we preserve the historic value of our portfolio and enables a long-term perspective: we smooth withdrawals over the period to avoid short-term volatility in markets. Underspend in any one year is retained within the common vision account.

This prudent approach allows us to plan long-term multi-year projects. And while we don't recalculate the percentage each year, like every aspect of our finances, total return income is carefully monitored.

Bishop's Council members, our trustees, are bound by law to preserve the capital value of the original endowment.

If inflationary pressures remain, and we're actively planning for this, then it's likely that the amount generated by total return will decrease in the next triennium (2024-26).

Other significant sources of income

The property team at Church House Oxford works during a parish vacancy to prepare the vicarage for the next incumbent and to let out the property during the interregnum. Lettings income, together with monies generated by building surveyor fees, offsets the costs of repair and maintenance to our vicarages to c. £1m each year (see page 8).

Benefact Trust

The costs of support for parish ministry are partially offset by a substantial annual grant of c. £300,000 from the Benefact Trust, the independent charity that owns Ecclesiastical Insurance. Sadly, this annual grant is being phased out over several years. Dioceses and parishes will in future need to apply for project funding.

How we spend it

We're committed to making sure our income is used efficiently, effectively and responsibly so that we make every pound count. The next few pages explain annual expenditure in some detail, so it's worth having a copy of the current year budget to hand. You'll find this at oxford.anglican.org/finance

Resourcing ministry and mission

Parochial stipends

£ 13.85m

Parochial clergy, including all our curates, are paid a stipend for their ministry. It's by far the biggest area of our expenditure and accounted for 52% of budgeted expenditure, some £13.9 million before the credit from statutory fees and other contributions to stipends. That gross figure is set to reduce slightly in 2022 thanks to wise stewardship of the pension fund, which has led to a reduction in the deficit contribution rate until at least 2025.

Ministerial oversight and grants¹

4.26 FTE | £ 0.273m

While the Church Commissioners pay for our diocesan and area bishops directly, the cost of the four archdeaconries and area office teams that support our 810 churches is met by the diocese. Our area teams have a variety of grants and discretionary funds available to help where there are situations of particular hardship. Did you know that our area offices, supported by the HR and Property teams at Church House Oxford, handle around 62 clergy moves each year?

1. See also 'Bishops' and archdeacons' offices', page 10.

Ministry training costs²

11.98 FTE | £ 2.294m

Church and society are changing rapidly, and not always in the same direction. We support those who are discerning a call to ordained or lay ministry and equip them to respond well to the challenges of ministry today: community outreach, ministering to more than one church, and handling conflict. It's vital to the future of the Church that we select and prepare great people for ministry, whatever form that takes. That's why we commit around £2.5m each year to the task. Read more about ministry training costs overleaf.

2. 3.23 FTE + 8.75 FTE. See next page.

Buildings and accommodation

9.47 FTE | £ 4m

Our Property team oversees the repair and maintenance of over 470 vicarages and other properties. Together with rental costs, housing allowances, council tax, buildings insurance and other bills, gross costs in this area are around £4m each year. Staffing and administration costs account for 9.5% of expenditure. This area generates income of over £70k per annum from school surveys and has improved rental income from vicarages during vacancy, up from £507k in 2016 to c. £1m in 2021.

Did you know?...

We currently have 706 licensed clergy, 491 clergy with Permission to Officiate (PTO), 280 Licensed Lay Ministers, and 1,480 church wardens. Around 30 people begin their curacy in the Diocese of Oxford each year.

More on ministry training costs

The cost of curates is paid for by every parish in the diocese. Following a period of discernment, an ordinand will receive two to three years training at a theological college, followed by three to four years as a curate. During that time, and throughout their ministry, specialist training and support is on hand.

Pre-ordination selection and training



 3.23 FTE¹ |  1.622m

Our Vocations team is supported by a network of volunteers from across the diocese. Together, they work with people over many months to discern what God is calling them to and what type of ministry is right for their unique gifts and talents. It's not a competitive process; we work with everyone who comes forward and select candidates for ordination training on merit alone. For those who go on to ordination training, it's a journey lasting at least five years, and they're accompanied every step of the way.

Much like the parish share principle of mutual support, training costs for ordained ministry are evened out across Church of England dioceses through a mechanism called pooling. As one of the larger dioceses in the Church, we contribute c. £900k each year to the central fund for training, from which we receive a set amount back for the training of each of our candidates.

The sum the diocese receives back does not include a contribution to living expenses during training, nor does it cover the operational costs of the Vocations and diocesan Director of Ordinands (DDO) team. These, along with a small sum to cover ordination and first appointments, are paid for directly by the diocese. See how the diocese supports people at every stage of their ministry at oxford.anglican.org/ministry

Post-ordination and lay ministry training

 8.75 FTE² |  0.672m

Our Formation in Ministry team train and support licensed lay ministers, clergy and interested learners. Alongside their vital work to support curates for at least three years following ordination, the team provides specialised support for clergy who are new to incumbency, experiencing challenges or a change in context, and offers courses and training resources for a wide range of people in lay and ordained roles. Our goal is that every minister can flourish in their calling.

And if we're to be a welcoming and inclusive church that means that everyone should feel that they belong. That's why two specialist staff (1.75 FTE) are available to help our wardens, church officers, clergy and LLMs to explore theological and practical inclusion issues around disability and race, and more broadly around how we all live well together. Find out more at oxford.anglican.org/social-justice

1. 11.98 FTE total for this budget category, see previous page.

2. 11.98 FTE total for this budget category, see previous page.

Support for parish ministry

One way to think of expenditure outlined in the preceding pages is that it's the direct costs of putting ministry into a parish, now or in the future. Support for parish ministry, set out below, is the cost of supporting and maintaining current ministry provision and preparing for change when it happens.

Bishops' and archdeacons' offices¹

 4.26 FTE |  0.273m

Bishops, Archdeacons and Parish Development Advisors (PDAs) provide spiritual leadership, pastoral care and practical advice for our parishes and clergy. Annual Ministerial Development Reviews support professional development of our clergy and assist in discerning what God is calling them to next. A programme of church inspections ensures that best practice is shared across the diocese. Area offices handle enquiries ranging from buildings care, to safeguarding to Canon law.

oxford.anglican.org/episcopal-areas

Mission

 16.9 FTE |  2m²

Mission and ministry staff support all of our clergy (see 'ministry training costs', page 8) and offer ongoing support to every parish, including parish development work in vacancy, parish planning and strategy work, common vision projects and resourcing the everyday faith agenda. Hence departmental headcount and expenditure in this area covers a wide range of activity. See page 12 for an explanation of the key focus areas under this budget category.

oxford.anglican.org/domm

Safeguarding

 4.54 FTE |  0.331m

Safeguarding is part of the mission of the church; children, young people and vulnerable adults must be able to worship and grow in Christ safely. Our staff, supported by 423 parish safeguarding officers, an independently chaired safeguarding panel and 17 volunteer trainers, ran 102 training events for 1599 people. In 2021 our safeguarding staff dealt with 350 enquiries, of which some resulted in live cases requiring involvement of statutory authorities.

oxford.anglican.org/safeguarding

Communications

 3.57 FTE |  0.253m

Our Communications team supports all that we say and do. Their work ranges from handling media enquiries to producing Pathways magazine, our website, data analysis and finding new ways of sharing the good news, such as the Space Makers contemplative toolkit. The team is on hand with help and advice for parishes every day of the week. *Note: the costs of communications support for the Bishop of Oxford are met by the Church Commissioners.*

oxford.anglican.org/communications

1. Other costs relating to bishops' and archdeacons' offices are shown on page 8, 'Ministerial oversight and grants'.

2. People and costs attributable to this section, Support for Parish Ministry. See also 'Ministry training costs' on page 8).

Common vision expenditure

We established a common vision fund in 2018 to enable long-term strategic activity and the formation of the Development Fund (see page 16).

Common vision expenditure is an indirect benefit of total return (see page 7). For the purposes of transparency, all expenditure shown on pages 8 to 16

is shown by activity. These activities are funded as a consequence of total return accounting and/or core budget expenditure.

Diocesan Advisory Committee

 5.5 FTE |  0.211m

We need to enable the mission and outreach of our churches while protecting the historic significance of these sacred places, many of which are Grade I heritage buildings. Churches are exempt from some parts of the Planning Act, which means that while listed building or conservation area consent is not needed, a church faculty is. Our Church Buildings team is there to advise and support parishes considering repairs, re-orderings and new works. There were over 1,500 requests to the DAC team in 2021.

[oxford.anglican.org/church-buildings](https://www.oxford.anglican.org/church-buildings)

ODBF admin

 0.138m

This expenditure relates to legal advice, the diocesan chancellor's office, and faculty fees (see opposite).

The Diocesan Registry provides legal advice on matters relating to parish officers, diocesan officers and bodies, and members of the public (in relation to marriage, baptism, confirmation and burial).

The Diocesan Chancellor is a senior barrister who works closely with the Diocesan Registrar, DAC and Archdeacons. The Chancellor is the independent judge of the Consistory Court and oversees legal issues across the diocese, especially those which relate to the use of and alterations to church buildings and land.

[oxford.anglican.org/registry](https://www.oxford.anglican.org/registry)


DTOL

 0.18 FTE |  56k

Where a PCC/incumbent or church warden holds land (other than a short lease) it is required by Church legislation to vest this in 'the diocesan authority'. In this diocese, Diocesan Trustees (Oxford) Limited (DTOL) acts as the custodian trustee. In 2021, DTOL oversaw the investments of over 650 trusts with a total value of £85m.

[oxford.anglican.org/DTOL](https://www.oxford.anglican.org/DTOL)

National Church costs

 1.1m (votes 2 to 5)

Ordinand pooling costs (vote 1) are explained on page 8 and fall separately under the Resourcing Ministry and Mission section of the budget. Votes 2 to 5 in this section of the budget refers to the diocesan share – which is our contribution to the workings and ministry of the national church. It's a figure that takes into account the size of this diocese and the amount we need to contribute to the operational budget, mission agency pensions and grants that are made by the national church.

Another aspect of this 'diocesan share' contribution to the national church is that it also helps to fund the Church's Housing Assistance for the Retired Ministry (CHARM) scheme. This helps retired clergy to rent a modest, unfurnished home under an Assured Tenancy Agreement, providing security of housing for our elderly clergy.

A note on support costs

An allocation for support costs appears against each of the main budget categories. Our paid staff and volunteers are there to support every one of our parishes with expert advice. See page 13 to find out more.

Of course, ministry and mission is most often carried out at parish level, but some of what we are all called to do is best carried out or supported by Church House staff.

The cost of staff activity and support from across our Church House teams that relates to resourcing ministry and mission is 3.5% of total expenditure in this budget category.

Understanding the Department of Mission and Ministry

Our world is changing in unprecedented ways; we have a common vision to become the best Church we can be in this time: a more Christ-like Church for the sake of God's world. The Department of Mission and Ministry supports the diocese at every level in response to that vision.

Environmental action

 1.92 FTE |  208k

We've set an ambitious goal of achieving net zero on carbon emissions by 2035. Three staff support the work of the Environment Task Group, which is led by Bishop Olivia. The team is responsible for planning action, prayer and advocacy across the diocese and supports churches with a range of initiatives including energy audits and the Eco Church awards programme.

oxford.anglican.org/environment

Christian formation and discipleship

 1.4 FTE |  66k

Working in partnership with a common vision focus area group and colleagues from the communications department, this area of our work has seen over 500 people trained to offer Personal Discipleship Plans, the delivery of our Lent Come and See programme, which reaches over 1,000 people per day and Contemplative Toolkits for use in church, school and home.

oxford.anglican.org/everyday-faith

Growing new congregations¹

 4.04 FTE |  196k

We want to nurture and grow new worshipping communities of every type, tradition, shape and size. This area of work is part-funded by a Strategic Development Fund (SDF) grant from the national church. We now have seven Resourcing Hubs, and an ever-growing number of deanery 'Greenhouses'; each there to help parishes try out new initiatives and think afresh about mission in their local context.

oxford.anglican.org/new-congregations

Children, young people and schools

 3 FTE |  151k

Our staff team of three Discipleship Enablers supports engagement between children, young people and families within our churches, communities and local schools with a range of resources and training. They support parishes to recruit locally-paid children/youth workers. Working in partnership with ODBE there was a chaplaincy offer in 40 schools and 100 schools using the Space Makers toolkit by 2022.

oxford.anglican.org/children-young-people

Addressing poverty and inequality

 1 FTE |  28k (plus grant)

A pattern of intensifying poverty that has been in evidence for years came into sharp focus in 2022 with the war in Ukraine and the cost of living crisis. Our staff team were able to match 220 people with local families, and support churches with cost of living resources. A grant of £30,000 p.a. to Citizens UK has enabled the launch of three regional civil society alliances.

oxford.anglican.org/poverty-and-inequality

Generous giving

 1 FTE |  66k

The team helps churches to nurture a culture of giving and generosity. Practical support on offer ranges from advice on fundraising asks, through to administering contactless devices and the Parish Giving Scheme (PGS). Did you know that over 50% of people who sign up to use PGS for their parish giving opt-in to increasing their giving in line with inflation each year?

oxford.anglican.org/giving-and-fundraising

1. The sum shown is diocesan expenditure. SDF match funding over life of the new congregations project will be £2.46m These monies come under restricted income and expenditure and, therefore, are not shown on page 4.

Support costs

All charities aim to keep governance and support costs as low as possible. But it's inevitable they will spend some money in these areas if they want to function effectively and legally. We're dedicated to running a lean diocese, which is why our support costs are 4.2% of overall expenditure¹.

Secretariat

 3.81 FTE |  0.263m

The diocese is episcopally led (by the Bishop of Oxford) and synodically governed (through Diocesan Synod). The Secretariat handles pastoral reorganisation and the administrative affairs of the Oxford Diocesan Board of Finance, ensuring good governance across all diocesan boards and councils. The Secretariat oversees data protection and is responsible for the day-to-day management of the Development Fund.

oxford.anglican.org/governance

Information technology

 0.32 FTE |  0.202m

Our IT is outsourced. Cloud-based technology ensures that clergy and staff can work from locations across the diocese on any device. And our contact management, website and finance systems benefit from pooled development funds, thanks to working in consortia with many other dioceses.

complete-it.co.uk

Finance

 7.27 FTE |  0.315m

Alongside support to our deaneries and parishes, the finance department performs several essential statutory functions on behalf of ODBF (and ODBE²) and ensures that diocesan funds and investments are handled wisely. Finance staff process around 9,000 receipts and 6,000 payments each year, oversee direct debits of c. £1.2m of parish share each month and manage over 650 Trusts on behalf of our parishes, worth over £85m.

oxford.anglican.org/finance

Church House facilities

 2.51 FTE |  0.207m

Clergy and church officers are guaranteed a warm welcome when they visit Church House Oxford for meetings and training courses. The large meeting rooms and in-house catering available at Church House come at a significantly lesser cost than renting third party venues.

oxford.anglican.org/contact-us

Human resources

 5.25 FTE |  0.292m

HR enables our common vision through lean and effective organisational structures and creative deployment of staff. The department works to address issues of isolation and wellbeing among our clergy and staff, advises parishes on how to be and act as responsible employers, supports development fund bids and oversees data protection. The team manages payroll for clergy and staff (ODBE and ODBF) and oversees our authorised listener programme.

oxford.anglican.org/hr

Benchmarking

The Diocese of Oxford is comparable with other large dioceses in the Church of England. Our 2021 FTE headcount (posts funded by core budget) did not increase from 2018 levels. And while other dioceses are sadly having to cut costs and clergy posts, the number of stipendary clergy in the Diocese of Oxford is forecast to remain broadly stable for the next 3 to 5 years.

1. Support costs shown in the 2023 budget are apportioned into budget heads

2. Services provided by ODBF staff to the Board of Education are charged back to ODBE

It all adds up to:

Resourcing ministry and mission

	£000's	FTE
Parochial stipends	£13,850	0
Ministerial oversight and grants	£273	4.26
Ministry training costs ¹	£2,294	11.98
Buildings and accommodation	£4,000	9.47
Other ministry costs	£781	0

Support for parish ministry

Bishops' and Archdeacons' offices	£273	4.26
Mission	£2,039	16.90 ²
Safeguarding	£331	4.54
Communications	£253	3.57
Diocesan Advisory Committee	£211	5.50
ODBF Admin	£138	0
DTOL	£56	1.18
National Church Costs (votes 2-5)	£1,100	0

Grants

£2,411

Support (FTE only)

19.16

1. Includes vote 1 national fund diocesan contribution of £924k

2. 8.76 of posts listed are funded by common vision

Categories shown above and throughout this document differ to those shown in the 2021 accounts. This is an activity-based document that reflects a more meaningful split of income and expenditure. This approach will be reflected in 2022 accounts, to be published in June 2023.

Grants to others

In addition to grants made under resourcing ministry and mission, around £750,000 each year goes to supporting our schools, poorer dioceses, vulnerable families and the developing world. In 2021 a further £927,000 came back to parishes in grants from the Development Fund.

Board of Education

£ 0.269m

Diocesan responsibilities for education are carried out by the Oxford Diocesan Board of Education (ODBE), which has responsibility for 284 Church schools across the diocese and provides advice and support to over 300 schools and academies overall. Our Christian vision for education in this diocese is the education of the whole person to their fullest potential, the development of moral and spiritual understanding, and the education of all within the maintained system.

odbe.org.uk

PACT

£ 95k

Supporting vulnerable families has been at the core of Parents and Children Together (PACT) services since it was set up by the Diocese of Oxford in 1911, and remains the focus today through adoption services, therapeutic support and community projects to support vulnerable children and adults. PACT is one of the UK's leading charities in its field. In 2021/2 the charity placed 78 vulnerable children and provided adoption training courses for around 600 people.

pactcharity.org

Partnership in World Mission

£ 53k

In the Diocese of Oxford, we share in God's mission with partners from a range of countries. We have link dioceses in South Africa, South India and Sweden, a further six dioceses with which we are linked through the Mothers' Union Wave of Prayer, and a large number of connections between parishes in our diocese and parishes and mission partners around the world, such as Christian Aid, Embrace the Middle East, and the Congo Church Association.

oxford.anglican.org/world-mission

Other grants made

1.5 FTE | £ 67k

An annual grant of £7k supports the work of the Oxford Diocesan Council for the Deaf, which works with deaf and hard-of-hearing people to meet their spiritual, social and general needs and to give them a voice and full participation in church and society. A further £52k is for ecumenical grants and university appointments, where the diocese either pays or makes a contribution towards chaplaincy roles and costs.

oxford.anglican.org/chaplains
odcd.org.uk

Grants to other dioceses¹

In the current triennium, the diocese is providing mutual support to poorer dioceses of £250k per annum (10% of total return amounts, see page 7).

"We have used the gift from the Diocese of Oxford to pay for our refugee support officer. Without this support from Oxford our frontline work with refugees would be impossible to achieve and we, in turn, have been able

to work with the National Church [hosting a national symposium on Church and Refugees and CofE reps for the national Community Sponsorship Scheme]."
Diocesan Secretary, Diocese of Canterbury.

1. In 2021 statutory accounts, we were required to provide for the entire four-year allocation of £1m.

The Development Fund

In 2021, the Development Fund awarded 45 grants to parishes across the diocese amounting to £927k for a range of missionally creative initiatives such as the provision of basic facilities, the recruitment of new church and parish staff, the construction of community centres, youth engagement projects, and projects serving food to local people in need.

About the Fund

Thanks to total return, the sum available to our parishes and benefices through grants from the Development Fund is c. £1.2m each year. The Fund is designed to support local projects that are missionally creative, reflect where God is at work in the community, and encourage wider learning across the diocese. There were 60 grant applications from across the diocese in 2021, resulting in 45 grants.

Who can apply

The Fund is open to any parish, benefice, deanery or chaplaincy but is particularly helpful to those parishes/benefices who, after paying parish share and other essential costs, have limited financial resources to invest in missional activity. We know even modest grants can make a significant difference in such parishes. The Fund is not intended to support routine repairs to buildings, or payment of regular running costs, though grants are available for essential infrastructure.

Some of the projects

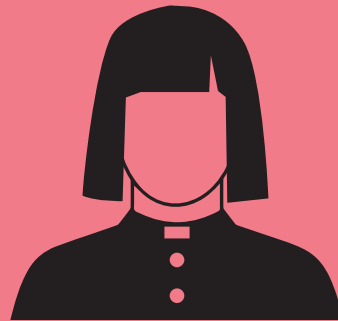
Grants from the Development Fund range from a few hundred pounds to six-figure sums. The larger amounts are often used to secure other third party funding; many of the projects listed below will have benefitted from matched funding by the congregation and other sources.

- Additional people - an associate minister, a new families worker, a part-time minister for city ministry.
- Counselling support for the homeless
- Developing live video experiences (Lighthouse)
- Establishing community food cupboards
- Extending a year-round parish garden project
- Improving visitor facilities
- Increasing the reach of parish magazines
- Launching café churches
- Link building between local schools and churches
- Mission conference for all churches in a deanery
- Neighbourhood centre building project

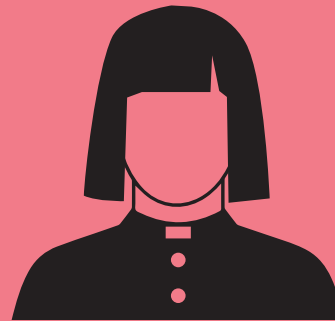
- New resource hubs and greenhouses
- New resources for baptism families
- New toilets, improved kitchens and upgrading church facilities
- Project to help young girls to find their voice
- Resources for Messy Churches
- Rest-a-While marquee at the county show
- Shower and washroom facilities for homeless people
- Support clinics for families of children with special needs
- Support for exhibitions
- Technology for small but fast-growing churches
- Welcome activities for new housing estates
- Young people's mental and spiritual health
- Youth and children's community choir

Stories of projects benefiting from the Development Fund and details of how to apply can be found at oxford.anglican.org/development-fund

With over 1,500 clergy and licensed lay ministers, it costs over £19m each year to resource ministry in this diocese.



Stipendary clergy



House for Duty clergy



Self supporting and licensed lay ministry (SSM and LLM)

Stipend, Pension & NI	£40,382		
Buildings	£11,418		
Curate stipend, pension & NI	£7,201		
Pre-ordination (ordinand costs & DDO team)	£4,287		
Clergy grants	£950		
Training	--	£1,783	£1,783 (SSM) £100 (LLM)

In October 2022 we had 450 stipendary clergy, 65 house for duty clergy, 155 SSM's and 280 LLMs. This figure will be updated in June 2023.

Please note: this page was updated in April 2023 to demonstrate the cost of ministry per incumbent (£64,228 per annum) based on the 2023 budget. Curacy, pre-ordination, and clergy grant figures shown in the chart represent total expenditure divided by the number of incumbents in the diocese at end March 2023 (308.85). In order to illustrate the cost of ministry, annual training costs for stipendary clergy are omitted from the chart.

All about parish share

Parish share is a formula-based system built on generous, gracious giving and the principle of mutual support.

Parish share is administered in partnership between the diocese and each of our 29 deaneries, using a formula that's fair, transparent and reflects the ability of congregations to financially contribute.

And as well as funding the ministry costs within each parish, the parish share is a commitment from every place to ensure that the work of the Church of which we are all a part reaches into every community. Every parish gives, and every parish receives.

We are committed to running a balanced budget. Without the parish share we simply would not be able to support and pay for our clergy. But with the parish share we can all do more for God's mission than we could ever do alone. It's an immense undertaking that raises over £18m each year and a feat that's possible only because of the prayerful support, fundraising and long-term financial commitment of our congregations. Thank you!

Who decides what?

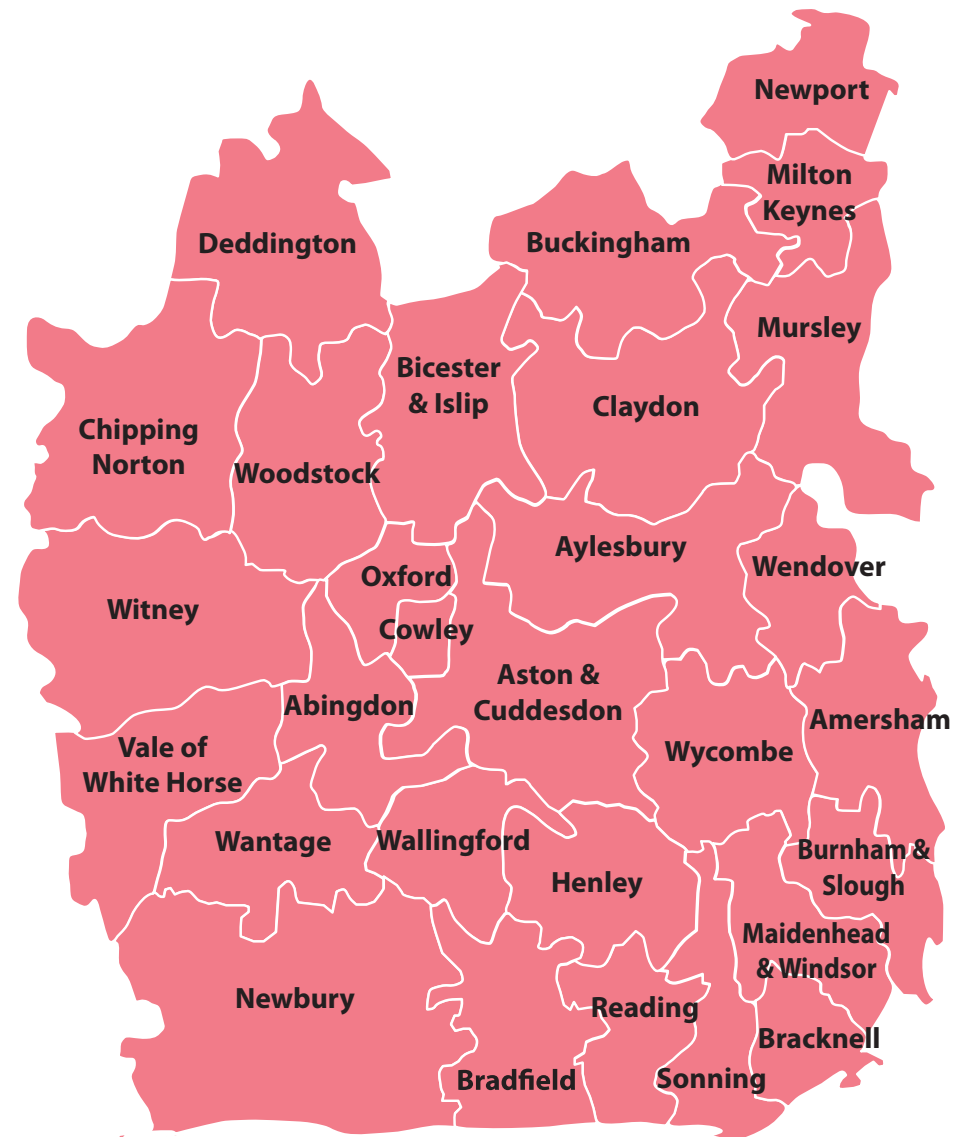
Our 29 deaneries individually decide the level of parish deployment in their area, taking into account local circumstances and conditions. Parish share contributions are calculated from these figures. Distribution of parish share is worked out by the deanery and the local deanery synod.

Mutual support

No matter the size of your local church, it can feel that there is never enough money to do everything you want to do in your local community. Mutual support means gladly contributing local funds to help pay for the wider ministry and mission of the church, even when there's not enough money for all that you'd like to do locally.

The parish share is a tacit recognition that mission and ministry are not carried out in isolation or done to others. We understand that there are places across our diocese where people contribute to God's world in amazing ways, but they just don't have the financial resources to meet the cost of ministry.

That's why it's so important to recognise that the work we do in our own parishes is only a part of the mission of God's church. By offering up our share, we're



each ensuring that the work of the church of which we are a part reaches into every community. Together, we fund work and worship in every place.

How parish share is administered

The parish share scheme has been updated for 2023 onwards following a diocesan-wide consultation led by members of Bishop's Council. The diocese allocates the full cost of parish share at a deanery level. Our approach to calculating our ask of the deaneries is set out in operating principles approved by Diocesan Synod. It's important to remember that the number of clergy in a deanery primarily reflects the wishes of that deanery and its ability to raise the funds to pay for them.

Using the principle of mutual support, the diocese complements this deanery-led approach with additional contributions from glebe funds. This means we can support those less able to pay, and we make adjustments to our cost allocations to reflect a deanery's ability to pay.

Allocation of share within each of the 29 deaneries is made by Deanery Synods. The expectation is that Deanery Synods decide the most appropriate way to allocate parish share between parishes based on their local circumstances.

Deanery Synods can use the diocesan formula, but this is not a requirement.

Deanery Synod members must fully allocate the parish share to each parish/benefice in the deanery but can use the principles of mutual support to ensure that, at a minimum, the direct costs of the ministry provided are met in each place.

Costs within the parish share allocation

Costs of ministry

Stipendiary and House for Duty clergy costs are directly charged to each deanery based on the budgeted cost by the diocese. Stipendiary ministry costs include stipend, national insurance and employer pension contributions (see illustration on page 17), with a proportional reduction in allocation to reflect posts in vacancy. From 2023, the cost of a house for duty minister is set at the same amount as the budgeted cost of housing for a stipendiary post (based on average housing costs rather than location).

Costs of training

All categories of ministry, lay and ordained, benefit from training and continual professional development (see page 8). From 2023, training costs are allocated to the parish share based on

the entirety of local ministry provision. The change recognises that training, supervision and support is an integral cost of ministry.

Cost of support

Budgeted support costs continue to be allocated on an ability-to-pay measure from 2023. The new model accounts for a four-year average electoral roll and October weekly attendance and the Index of Multiple Deprivation (IMD) Income domain at parish level.

Offsets and adjustments within the parish share allocation

Total cost allocation is offset by the Board of Finance share of parochial fees, and depending on the deanery and parish context, a range of financial support measures.

Share of parochial fees

From 2023 the budgeted diocesan proportion of statutory parochial fees will be reimbursed through the parish share allocation, based on the number of full-time equivalent stipendiary and house for duty ministers.

Community support allowance

c. £1.8m of glebe investment income (see page 7) is distributed as a 'community support allowance' to

church communities in areas of deprivation and multi-parish benefices.

Oxford-Cambridge Arc allowance

In 2023 £80k of Glebe investment income will be distributed to the five deaneries within the Oxford to Cambridge Arc (the annual amount reduces each year to zero by 2025).

Balance of Glebe investment income

The balance of the budgeted Glebe Investment income is distributed through the parish share scheme based on the cost of stipendiary ministers in each deanery.

Diocesan support for the most deprived areas

£100k from total return income (see page 7) is shared between the five most deprived deaneries in the diocese, to support their parish share allocation.

Rebates and discounts

In addition to the discount in share allocation for parishes in vacancy, rebates are given to deaneries who reach certain contribution targets during the year. A further discount is given to parishes/benefices contributing by direct debit.

Fundamentals of the scheme

Diocesan Synod approves the level of parish share, along with the budget, in November each year. The method and calculations for support and allowances is set out on the diocesan website, along with the rebate scheme in place for parishes in vacancy, prompt payment and those paying parish share by direct debit.

Parish share allocations under the 2023 scheme are subject to a transitional arrangement to achieve a maximum of 2% increase, or decrease, in allocation compared to 2022. This capping mechanism is reviewed annually by the diocesan Finance Committee.

Where a parish consistently struggles to meet their full parish share allocation but have an objective and intention to meet this allocation in the future, the finance team will work with the PCC and the deanery to come up with a one-to-five-year financial plan. The PCC will also be encouraged to engage in discussion with the diocesan generous giving advisor (see Section 8 'Further Information').

Core principles of the parish share

- Must be fair and seen to be fair.
- Should reflect the ability to pay.
- Should not immediately penalise growth.
- Should be administered as a partnership between diocese and deanery.
- Should be based on generous and gracious giving plus mutual support.
- Should be easily communicated.
- Should be a formula-based system.

Operating principles

- The diocese will allocate parish share to deaneries. Allocation of parish share within a deanery shall be the responsibility of the Deanery Synod (see page 18).
- The diocese will allocate to deaneries full costs within the parish share. The cost categories within the parish share allocations will be the same as those used in the diocesan budget.
- The allocations from diocese to deaneries shall include the cost of

ministry in each deanery, and also take account of the ability of each deanery to pay and to offer mutual support.

- A deanery allocation shall take account of previous years' allocations to moderate significant movement in allocation year on year (apart from agreed alterations to ministry posts).
- Deaneries shall fully allocate their allocation of share to identifiable revenue sources.
- The default minimum position shall be that the parish share allocation to any parish/benefice should cover the costs of ministry provided. However, a deanery may also choose to adopt an allocation methodology to recognise the necessity of mutual support.
- The annual allocation from diocese to deaneries, and monthly statements of parish share allocation and contributions received, are published on the diocesan website.
- Shortfalls in contributions shall be initially addressed by the deanery and, if necessary, resolved in a joint process between diocese and deanery.

Ongoing oversight

The diocesan Finance Committee will continually review the revised parish share system, commencing in the autumn of 2023.

Any necessary revisions to the methodology within the framework of the operating principles (see next page) will not be implemented until 2025 at the earliest, so the transitional floor and cap will remain in place throughout the period of review. Performance of the methodology will be reviewed annually from 2024.

Any changes to the operating principles of the parish share would require the support of Diocesan Synod and Bishops' Council.

Myth busting

The government funds the church!

We're the established Church, so many people think that the government that pays for our church buildings. But it does not. We get no direct funding from the government. The responsibility for funding parish ministry rests with us: we must support existing ministry and also invest for the future if the Church is to serve our children's children well and we are to be faithful to Christ.

The national Church funds us!

The Church Commissioners support the ministry of bishops – funding their stipends, office, housing and working costs. Parishes benefit from grants made to the diocese, such as SDF, but the income of the Commissioners cannot cover parish costs and the cost of the four archdeaconries and the area office teams must be met by the diocese. Church Commissioners meet the cost of clergy pensions earned in service until the end of 1997, but clergy pensions since 1998 are funded by dioceses, and managed by the CofE Pensions Board.

Top-heavy decision making!

The majority of those taking allocation decisions for the Oxford Diocesan Board of Finance are elected by parishes. Deaneries decide the level of parish deployment in their area, and distribution of parish share is worked out by the deanery and the local deanery synod. We discern together how we best serve Christ and maximise His impact in the world. Diocesan Synod agrees a budget each November for the next calendar year and we are regularly held accountable (and rightly so). Visit oxford.anglican.org/committees to find out more.

We don't have to pay share!

We each pool our resources so that all may thrive. If a parish cannot or will not meet its share allocation then that means the balance will have to be met by other parishes in the diocese. Failure to pay parish share could lead to tough decisions in future about where to allocate limited resources to local ministry and mission. Thankfully, that looks unlikely. We anticipate 96% of parish share will be collected in 2022.

You're cutting clergy numbers!

The total number of curates in training is determined by Bishops and Archdeacons based on future need. We are planning for 16 stipendary curates entering training each year between 2024 and 2026, which is down from 19 for the 2020 intake. However, the number of stipendary clergy in the Diocese of Oxford is forecast to remain broadly stable for the next 3 to 5 years.

You delay recruiting clergy!

While stipend savings and income from lettings is factored in to parish share (share could increase by 5 to 10% if there were no interregna), the primary consideration during a vacancy isn't financial savings. Our Bishops, Archdeacons, HR department and Parish Development Advisors will work with parishes during the vacancy to discern what's now needed, draft the parish profile, and recruit the next person.

Church House Oxford has far too many staff!

We hope this document explains why we need salaried staff to support mission and ministry across

the diocese. We keep staffing levels under active review. We have made redundancies, not filled posts,

and have reviewed every department in the last three years.

Further information

On the Money is one of a number of resources that explain diocesan finances and the difference we make together. You'll find links to the latest version of each of the publications listed on this page at oxford.anglican.org/annual-review

Impact of Church House teams

The wide-reaching impact of our staff teams, along with forecast annual income and expenditure is published each spring. The document summarises key areas of work and the resources that support our common vision.

Annual Review

Published in June, the Annual Review provides an overview of the work of our boards, committees and councils, along with stories of growth and change. A revised version of On the Money will accompany the 2022 review.

Statutory Accounts

Directors' reports and financial statements for the Oxford Diocesan Board of Finance, the Oxford Diocesan Board of Education and Diocesan Trustees (Oxford) Ltd are published and approved by Diocesan Synod in June each year.

Annual budget

Subject to approval by Diocesan Synod, the budget for the next financial year will be published in November.

Share allocation reports

Parish Share collection rates by deanery are published monthly on the diocesan website.

Encouraging generous giving in your church

At the heart of the Christian faith is the generosity of the self-giving God who entered the world to save humankind for a relationship with himself.

Through financial giving each congregation supports and grows the mission of the church - it is a tangible expression of their love, now and for the future. But talking about money and generosity, especially in the midst of a cost of living crisis, can feel next to impossible.

That's why our Generous Giving team is on-hand to help parishes nurture and grow a culture of giving and generosity within the context of Christian discipleship. The team can advise on the many ways open to PCCs and church officers to talk about and enable an increase in local giving so that the work and life of the parish can flourish.

oxford.anglican.org/giving-and-fundraising

Serving your church

This leaflet provides further information on the key roles of churchwarden, PCC secretary and PCC treasurer. The leaflet is designed to be given to someone considering increasing their volunteering with your church and provides them with the tools to continue their journey of exploration into what God may be calling them to do.

oxford.anglican.org/serving-your-church

The Diocese of Oxford is the Church of England in Oxfordshire, Berkshire, Buckinghamshire and Milton Keynes.

Together, we are the Church, called and sent by God as disciples of Jesus Christ and filled with the Holy Spirit. We are a living, growing network of more than a thousand congregations, chaplaincies and schools.

Together, we are called to be more Christ-like, to be the Church of the Beatitudes: contemplative, compassionate and courageous for the sake of God's world.

Together, we work with God and with others for the common good in every place in one of the great crossroads of the world.

Together, we are called to proclaim the Christian faith afresh in this generation with joy and hope and love.

Together, we are called to dream dreams and see visions of what could be and see those visions come to birth.

oxford.anglican.org/commonvision

