



 THE CHURCH
OF ENGLAND

DIOCESE OF SALISBURY



Diocese of Salisbury:
**Statement of
Needs 2021**



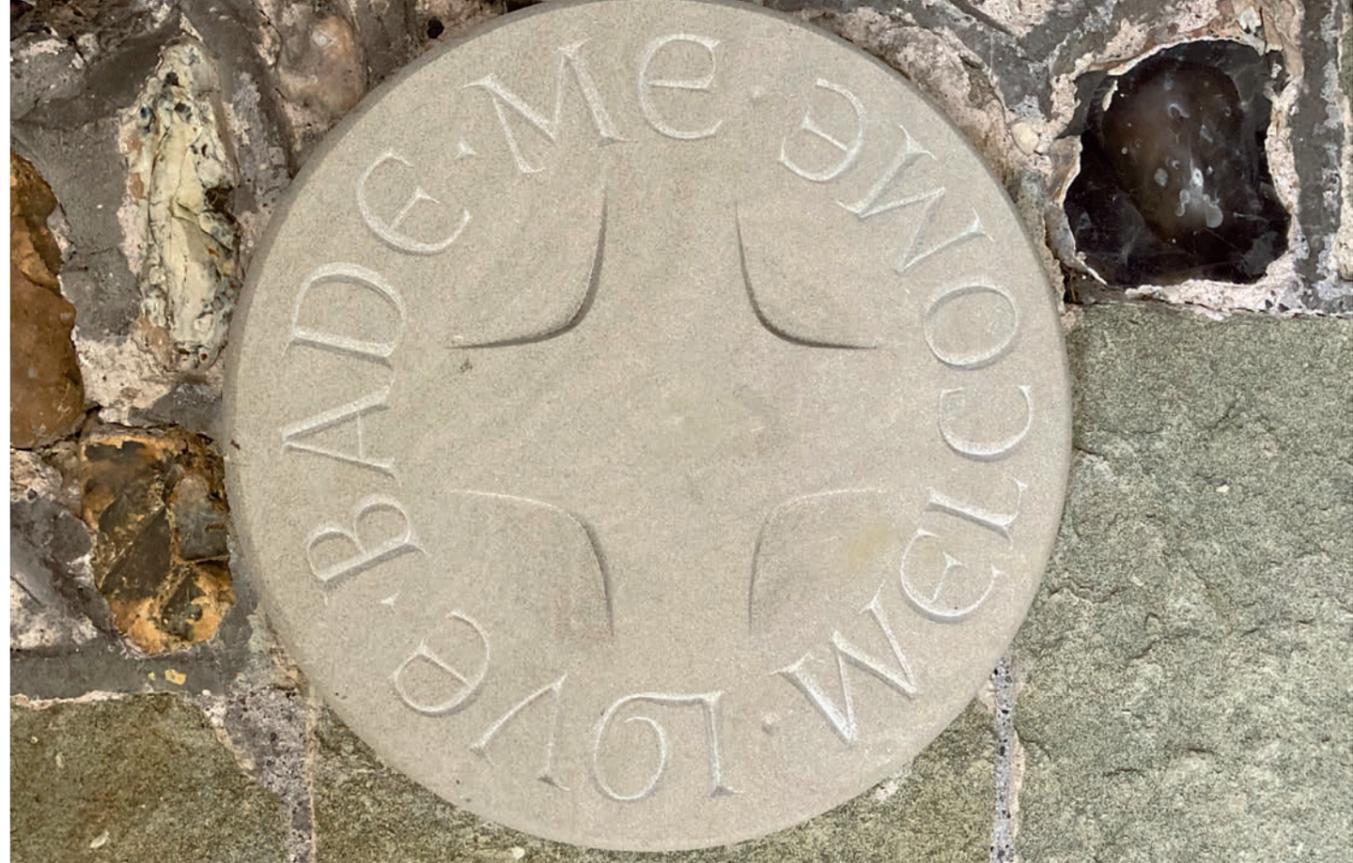
Renewing *HOPE*
Pray • Serve • Grow





‘Love bade me welcome’

As a Diocese we are committed to the local church and its ongoing evolution, with new worshipping communities working in partnership with the parishes that remain our core. In the church doorway of one of these, St Andrew’s Bemerton, is etched the words “Love bade me welcome” – composed by former incumbent George Herbert, who lived opposite.



They capture the hospitable heart of Anglicanism, important aspects of which were worked out here in Salisbury – not only by Herbert, but contemporaries John Jewel and Richard Hooker, who defined our church’s breadth and reach: not by its limits, but its centre in Christ.

Hope, writes St Paul, is our Christian inheritance: a future handed down to us. The next Bishop of Salisbury will find this gospel to be our tangible heritage – and will, we trust, lead us

with courage, vision and holiness to renew its promise for a beloved place and its people.

The Church in this Diocese continues to be nurtured by extraordinarily deep roots, with some of the longest continually inhabited places in Britain. Probably the earliest known image of Christ anywhere in the world is from the floor of a Roman villa at Hinton St Mary and the Saxon Church here included women as well as men in positions of authority.



CREDIT: Max Trafford



CREDIT: Sally Wilson

Formed by the union of two ancient sees, Sherborne and Ramsbury, the removal of the Diocesan seat from Old Sarum to the new city of Salisbury some eight hundred years ago is a historic precedent for our current readiness to develop and grow. Even the old, eternal rocks forming the world heritage site at Stonehenge were rolled carefully into place. Stability in transition: a key task for the new Bishop will be to oversee the attachment of the deaneries of Jersey and Guernsey to the mainland Diocese.



CREDIT: Ash Mills

All Church traditions find a home here and we encourage service and growth rooted in prayerful attention to God’s call upon every person. All ministries are valued equally, we nurture a culture of collaborative working at all levels.

The ordained (and episcopal) leadership of women is welcomed. We believe that our new Bishop will ordain women. At the same time, we are committed to

honouring the Five Guiding Principles, and to the flourishing of the small number of parishes with alternative episcopal oversight.

In this description, we hope to give a clear, concise impression of the life of our Diocese – its vision, setting, structures and people – as the context in which our new Diocesan Bishop will lead us in writing the next chapter in Salisbury’s story.

Contents

5	Holy, Visionary, Courageous, Unifying, and Visible
6	The Diocese of Salisbury needs...
8	Who and where are we?
12	Life of the Diocese of Salisbury
22	Mission and Pastoral Plan
30	Schools, Children and Young people
32	Financial framework and DBF Review
39	Conclusion: Our hope for the next Bishop of Salisbury
40	Our Diocesan team and offices
41	Appendix



“Bishops are called...
...to lead God’s people in the way of holiness;
...to feed God’s pilgrim people and so build up the body of Christ;
...to share the oversight of the Church;
...to love and pray for those committed to their charge,
knowing their people and being known by them;
...to proclaim the gospel boldly, confront injustice and
work for righteousness and peace in all the world.”

**The Ordinal, Introduction to
the Declarations**

Holy, Visionary, Courageous, Unifying, and Visible

The Diocese of Salisbury needs a Bishop who is
HOLY, VISIONARY, COURAGEOUS, UNIFYING, AND VISIBLE

- Who shares her/ his faith with others, prayerfully, confidently and joyfully – **HOLY**
- Who will discern new and emerging possibilities for Christ’s service – **VISIONARY**
- Who will inspire us to grow spiritually and numerically – **COURAGEOUS**
- Who is approachable, inclusive, and hospitable – **UNIFYING**
- Who will engage with people and communities locally, nationally, and globally – **VISIBLE**



The Diocese of Salisbury needs...

A holy Bishop:

A faithful disciple of Jesus Christ, grounded in their relationship with God and nurtured by a life of Biblical study, public worship, prayer and reflection;

Comfortable in themselves, manifestly a person of integrity, bearing witness to the love of Christ in all their relationships;

Honouring and enjoying the range of theological traditions and political/ social opinions that they will encounter here.

A visionary Bishop:

Valuing the local, working with colleagues, lay and ordained in mission and ministry across urban, rural, market and coastal town settings;

Integrating creatively our call to evangelism, our call to seek social justice, and our call to the care of creation (as embodied in the Anglican Communion's Five Marks of Mission) through a time of profound change in the Church and the world;

Thinking and speaking theologically, strategically, and creatively.

A courageous Bishop:

Unafraid to be Christ's voice in the public square, confident that God is at work in it, in a manner that is engaging, compelling and attractive;

Reaching out to the Diocese including its children, young people, and others who are not well represented in or served by the Church;

Resilient and will build trust to make the tough and potentially unpopular decisions about finance and deployment required to equip us for our current and future challenges;

Energetic and passionate for a complex and demanding role;

Committed to making the Church a safe place for all, taking seriously and responding appropriately to all allegations of abuse and working to address any issues through the Diocesan Safeguarding Team and the National Church Institutions.

A unifying Bishop:

Holding in creative tension the diversity of the Body of Christ in our Diocese;

Listening to those inside, outside and on the edges of our churches;

Calling us together in worship and sending us out in mission, baptising and confirming new Christians, and commissioning and ordaining new ministers;

Known by people throughout our Diocese and being their pastor, taking particular care of the morale and wellbeing of their fellow pastors;

Able to model what it means to be a community with Christ at its centre, setting a culture of collaborative working from the heart of the Diocese.

A visible Bishop:

An excellent preacher, ready to proclaim the Gospel of Christ, and a skilled communicator, ready to share the Diocesan story, with a variety of audiences and in a variety of media;

Willing to speak truth to power whenever she/ he needs to;

A catalyst for developing social capital in, from, and through our churches, schools and communities.



CREDIT: Ash Mills

Who and where are we?

From the M4 to the Jurassic Coast – and with the new attachment to the Channel Islands – the Diocese of Salisbury covers most of the counties of Dorset and Wiltshire, stretching into Devon and Hampshire. While predominantly rural, with these distinctive challenges, there is a significant urban population on the south coast around Poole and Weymouth, (whose populations swell considerably during the tourist and holiday season) as well as the larger county towns such as Trowbridge, and Salisbury itself.

Whilst many communities are relatively affluent, our Diocese contains areas of serious deprivation in both urban and rural areas. In the countryside especially, this can be obscured – not least by the beauty of the landscape.



CREDIT: Stuart Bexon

But for those who are least well-off, issues of inequality loom large. With some of the most expensive properties in the world at Sandbanks and possibly the lowest earned incomes in the UK in Weymouth and Portland, life on the coast presents an extreme case of life throughout the Diocese. A few are incredibly well-off; most are getting by; more than might be anticipated are struggling from day to day.

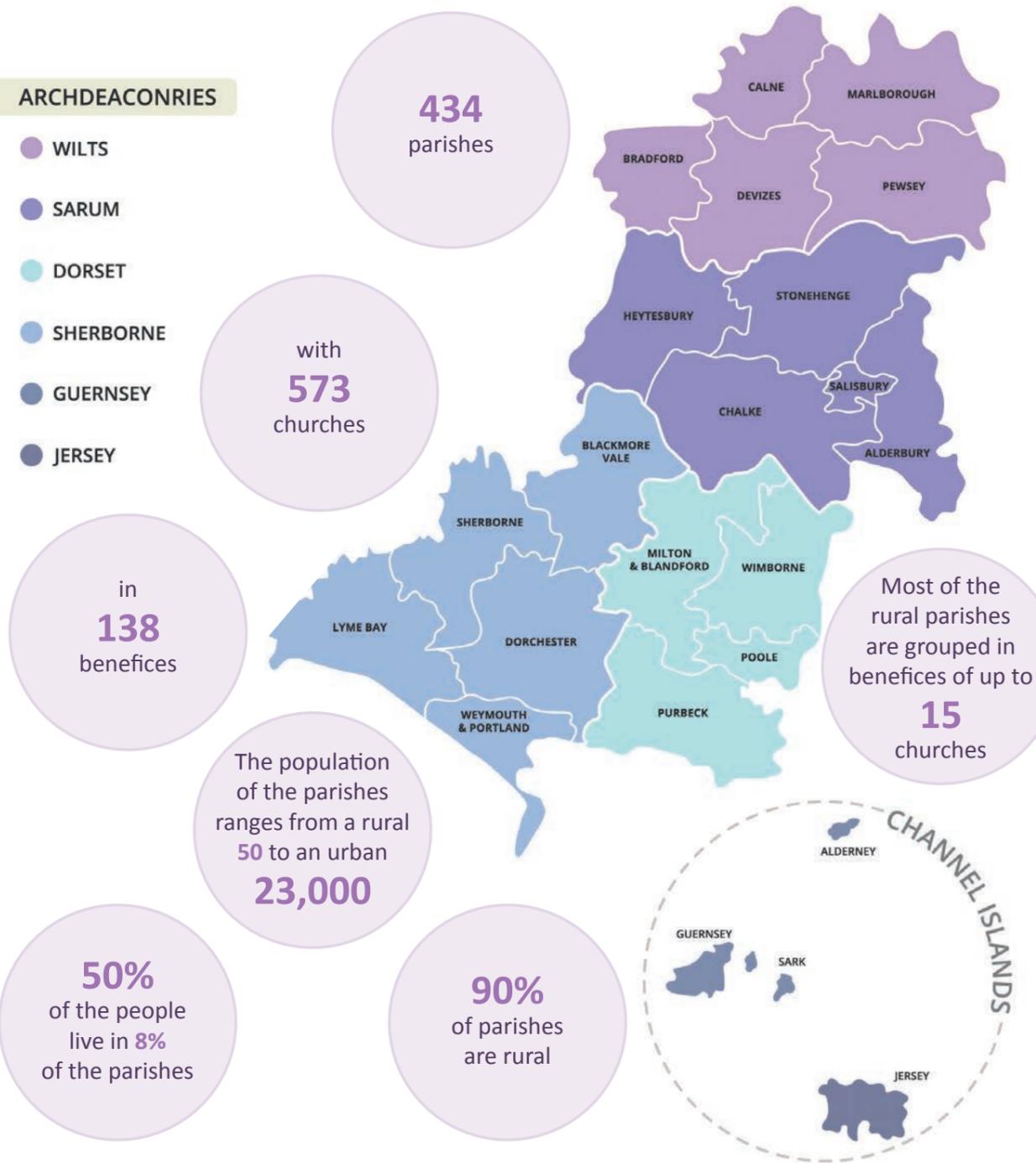
The Diocese also contains one of the oldest populations in the country, with an expectation that the percentage of older people will increase over the coming years. The need to curate dearly loved traditions, while extending the mission and ministry of the Church to people and places these may not reach, is one of the (often creative) tensions of ministry in Salisbury.



CREDIT: Webb Aviation

ARCHDEACONRIES

- WILTS
- SARUM
- DORSET
- SHERBORNE
- GUERNSEY
- JERSEY



CREDIT: Max Trafford



It has been remarked that the Church and the military are the two principal institutions in our two main counties – and whilst inherited Anglican faith is doubtless in decline, there is some truth in this observation. Military presence is certainly important in both Dorset and Wiltshire, with particularly strong impact on communities around Salisbury Plain. Lyneham is the regimental headquarters of the Royal, Electrical and Mechanical Engineers; Tidworth, Netheravon, and Bulford Garrison form one of the nation’s ‘super-garrisons’, locating large numbers of military personnel and their families in the area. This brings a turnover of people in the area and challenges for some schools when cohorts of children move into or out of schools on a regular basis.

Recent government incentives for service personnel to buy houses, together with the pandemic-prompted migration from the city to rural areas (and their improved broadband), has led to a sudden increase in the number of families in villages, especially around Salisbury Plain. The rural community is changing and the local church along with it.

Military presence brings both youth and ethnic diversity, as do the universities in Bournemouth and Poole. These institutions also attract other industry and employment opportunities; with Bournemouth, Christchurch and Poole holding ambitions to become ‘a city by the sea’ driving economic growth, and Swindon having a similar impact on the northern parts of the Diocese.

Farming, food and tourism are key industries across the area, although the decline of Wiltshire bacon production in the north has meant some of our market towns such as Trowbridge and Calne have been left somewhat in search of a role. These are invariably pleasant places to live but raise questions of common purpose and identity.

East/ west communications in the Diocese are good, with road and rail services between London and the West Country. North/ south links are more problematic, however, and it is worth mentioning that, apart from a very short stretch to the north of Marlborough (where the M4 flanks our boundary), the Diocese contains no motorway.



CREDIT: Alan P Jeans



The Diocese falls into the South-Western regional grouping of dioceses. The new Bishop will have the opportunity to meet regularly with episcopal colleagues from across the region. As will be described later, the importance of the partnerships that these meetings offer is likely to grow as financial pressures increase.

Our population is predominantly White British, with the largest minority ethnic groups being of Gypsy and Traveller heritage. Areas where diversity is greater include the conurbations of Bournemouth and Poole,

and parts of Wiltshire such as Trowbridge and Westbury. We recognise that it is incumbent on the Church in all places to promote justice and respect across racial and ethnic difference, in responding to the biblical call to become a new people. In the Diocese of Salisbury this requires us to consider how our advantages (globally, nationally and culturally) may empower and value those whose voices might otherwise be silenced.

Our Diocese is an area of stunning landscapes, history and archaeology. This rich history has developed into a promising

future: we have high levels of employment, thriving technological and scientific industries, and a vibrant arts scene. Our civic society is engaged and purposeful, with strong leadership.

Our Bishop will need to be a visible presence across the whole Diocese and will also play a full role in civic life, his/ her peers being political leaders, the Lieutenantcy, the Shrievalty, and the leaders from the statutory services and charities across Wiltshire and Dorset. All welcome the involvement of the Bishop in civic occasions.





Life of the Diocese of Salisbury

Our vision and the future challenge

We look forward to working with a new Bishop as we continue to discern where God is calling us.

Since 2014 the Diocese has worked with a shared vision, 'Renewing Hope: Pray Serve Grow', which emerged from our engagement with three questions: *For whom are you praying? Who are you serving? And How will you grow?*

In 2017 the Diocese's Strategic Development Funded mission programme, Rural Hope, grew from these questions, aiming to increase the faith of worshipping communities in rural areas. More information about this significant project is included below.

An interim review of 'Renewing Hope: Pray Serve Grow' was undertaken in 2019, showing

that the vision remained robust and was welcomed for its allowance of broad local interpretation and application. In light of this review, the Bishop's Council and Synod in early 2020 sought to focus attention on the practices that enable growth, which were identified as:

- Develop discipleship and evangelism
- Encourage dynamic and collaborative leadership
- Transform lives and communities

Naming these priorities was, in part, a way of encouraging fruitful ways of working that are already taking place in churches, schools and communities across the Diocese, which are even more valuable as the Church emerges from the pandemic.

"Pray, Serve, Grow works in all times and seasons, though sometimes the emphasis can shift.

Pre-pandemic our parishes did a lot of serving and growing.

During the pandemic we prayed much more and grew deeper in faith.

In this transition time we are holding onto the deep prayer, serving wherever we can, and looking forward to growing in number once again."

Lydia Cook, Chair of Diocesan House of Clergy





Covid-19

As with all dioceses, Covid-19 has had a significant impact upon our church life: in a sense both dislocating us (with closed churches and services and meetings swiftly moving online, allowing new ways of working and worshipping together) and also *re-locating* us in a new discovery of neighbourhood and local welfare. Wiltshire Community Foundation’s review into the effects of the pandemic notes a reawakening of civic and community spirit, with generous responses of charitable giving, foodbank donations and coordinated community response – in many places coordinated by the local church. In his

recent report ‘Levelling Our Communities’, Devizes MP Danny Kruger noted as exemplary the vital role played by one of our churches in galvanising such response in that town.

Even with the challenges posed by schools closing, there was a sense that these had strengthened school communities, allowing them to put into practice their Christian ethos and values, particularly in support of vulnerable families. Positively, the closure of schools had seen both pupils and parents appreciate them, the school community and the education they receive, even more.

“We’ve got a long and trusted record as advocates and brokers for social action, and concern for fairness, across our communities. Strong relationships with local charities and other community organisations, as well as with local authorities and politicians, are the foundation for the Bishop to be a focus of unity for the wider population, across many divides and needs.”

Colin Brady, Social Justice Programme Manager



“It has been my experience that all things can be worked by God into his creative and redemptive purposes.”

Susan Howatch, novelist & former Salisbury Cathedral Close resident

Nevertheless, we also know that the past year has also brought great suffering and loss – not only through the virus itself, but in its impact on commerce, education, mental health and family breakdown. The churches of this Diocese are by no means immune from these effects, and for many, the pandemic has accelerated and exacerbated the (already pressing) challenges of declining and ageing congregations and the challenge of meeting the parish share with public

worship suspended. The year has also highlighted the urgent need to address in a strategic way the future of some of our historic church buildings, especially where they are becoming impossible to sustain, despite the heroic efforts of volunteers.

An opportunity to review these contrasting effects of the Coronavirus outbreak was taken in the autumn of 2020, in a series of Zoom meetings entitled ‘Beyond the Present’,



at which Bishops and other senior staff led open discussions in each deanery. These were fruitful occasions and have contributed to a more integrated approach to Diocesan strategic planning, focussing attention on the parishes’ experience of the pandemic and the urgent missional challenge before us.

Our new Bishop will bring their own gifts, ideas, and leadership, building on what we have already achieved to strengthen this initiative.



CREDIT: Andrew Crisp

Rural Hope

Rural Hope began in 2017, with £1.3m of funding from the National Church's Strategic Development Fund. This project's two objectives are to foster collaborative ministry through building the capacity of rural leaders (both lay and ordained), and to support local ministry teams in developing new forms of worship and discipleship.

In support of the first of these objectives, the programme funds the innovative Rural Ministry Training Pathway at Sarum College which prepares Ordinands and LLM/ Reader trainees for the specific challenges of rural ministry and Thrive/ Flex training aimed at developing collaborative practices in local ministry teams. Rural Hope has also developed a rural version of the Ministry Experience Scheme to help young Christians explore a potential calling to rural ministry.

In support of rural mission, Rural Hope funds four Rural Field Officers, one in each archdeaconry area, whose role is to work with local ministry teams in developing new worshipping initiatives. They also work closely with the Diocesan Mission Coordinator (some of whose time is dedicated to Rural Hope) and with colleagues in the DBE. To continue this support during the lockdowns, the RFOs have developed two series of webinars offering expert input, practical tips, and takeaway materials.

The challenges of rural ministry are well-documented. Our new Bishop will provide inspirational leadership to the Rural Hope project and oversee how we conclude it, integrating our learning into our Mission and Pastoral Plan, as we continue the vital work of finding a sustainable approach to our churches in the countryside.

“As a Rural Field Officer, it is a great joy and a privilege to walk alongside rural multi-parish benefices, being a listening ear, a mission enabler, encouraging teams to find new ways to share God’s love in their communities.

Rural Hope has enabled this vital work to be envisioned, enlivened and engaged in. Its widely valued and has certainly helped to fire up the imagination for mission!”

**Claire Horton, Rural Field Officer,
Sarum Archdeaconry**



Safeguarding

Safeguarding is the responsibility of the whole Church. We expect the Bishop to provide visible leadership and overall responsibility for safeguarding.

Following the outcomes of the recent IICSA report into the Church of England, the Diocese continues in its absolute determination to do all that it can to ensure our churches and church schools are safer places for everyone and reflect God’s love for each one of us in our care for each other, particularly for children, young people and those who are vulnerable.

This commitment extends to the church communities of the Channel Islands as the formal legal process for them to become attached to Salisbury continues. As such, it is an outworking of the Gospel that we embrace as an integral part of all that we do. It is a

non-negotiable requirement that all licensed and authorised ministers and parochial office holders undertake the training required of them and are positive advocates for strong safeguarding practice.

We are fortunate to have an excellent and proactive Safeguarding team within the Diocese, whose quality of work is widely acknowledged both by neighbouring dioceses and the National Safeguarding Team.

“With great power comes great responsibility. The people who are being most affected by climate change, aren’t those who contribute to it.”

**18-year-old Joe Brindle,
speaking to
Diocesan Synod**



Environment and Net Zero

We are committed to putting the environment at the heart of all we do and are proud that the Diocese was the first to achieve Eco Diocese status with a Bronze Award in November 2018 for our work in parishes and the Diocesan offices. The Diocesan Environment Working Group is continuing work towards achieving a Silver Award.

125 churches across the Diocese are now registered with the Eco Church scheme, with 33 having attained Bronze Awards, 6 at Silver (including the Cathedral), and two (including Hilfield Friary) at Gold.

A task group chaired by the Archdeacon of Sherborne is leading work towards meeting the Church of England’s commitment to being a ‘Net Zero’ organisation by 2030.



CREDIT: Pexels

Salisbury Cathedral

Salisbury Cathedral is one of the glories of England and, indeed, of our Diocese. The Cathedral Close is a unique environment of worship, residence and ministry, home not only to the Cathedral itself, but to Sarum College and The South Canonry, home of the Bishop of Salisbury. Our Diocesan offices in Church House are also very nearby.

The nerve-agent attack on Salisbury in 2018 highlighted the need for the Cathedral to play a significant role in leading and shaping the city's life. Throughout 2019 plans were made with Wiltshire Creative, the Salisbury Business Improvement District, Wiltshire &

Swindon Sports Partnership and others for a city-wide celebration in 2020 of the 800th anniversary of the move from Old Sarum. Those plans were interrupted by the onset of the pandemic, but the willingness to lead and the spirit of collaboration persist and are even more urgent in the present climate. The potential of the Cathedral's role in the city was made visible in our collaborating with the Sarum South Primary Care network to host Salisbury's first large-scale vaccination centre, treating over 25,000 of our neighbours. The sight – and sound – of local residents being vaccinated to the accompaniment of inspiring organ music captured the nation's

imagination during the third lockdown, and rightly became a sign of hope and resilience.

To oversee Cathedral life, the Dean and three Residentiary Canons are joined by six lay and ordained colleagues: this is the Chapter, in whom governance and strategic direction of the Cathedral are vested. Operational leadership sits with the Executive team, where lay directors of departments work with the Dean, the Residentiary Canons, and the Chapter Clerk/ Executive Director and bring their considerable wisdom and experience to the daily tasks of leadership and management.



CREDIT: Ash Mills



CREDIT: William Pye



CREDIT: Ash Mills

The Cathedral has a proud history of musical and artistic excellence, and of liturgical innovation. It maintains a diverse and skilled Works Yard and is aiming to achieve Eco Church Gold in 2021. It is a major visitor attraction in the region and takes seriously its ministry to tourists and pilgrims. It has recently appointed its first dedicated Minor Canon for Young People.

Living in the Cathedral Close, the Bishop of Salisbury has regularly participated in our rhythm of prayer and worship. Uniquely, the Bishop has a prebendal stall in the Cathedral's quire, as well as a cathedra, and with the suffragan Bishops and Archdeacons is a member of the College of Canons. The College comprises more than sixty lay people and priests drawn from across the Diocese and beyond, all of whom are encouraged to be advocates for the Cathedral and to play a part in its life. Great Diocesan occasions – School Leavers' Services, the Chrism Eucharist, Ordinations, and Confirmations – are celebrated in the Cathedral. The Cathedral is keenly aware of its role as the mother church and heart of Diocesan life.

The Chapter is working on a new strategic plan which values liberty, creativity and eternity: qualities made evident in our founding story 800 years ago, and which we believe retain their place as the basis for our mission. We have been early adopters of many of the constitutional changes contained in the new Cathedrals Measure and will welcome a new Bishop, who will also be our neighbour and, we hope, our colleague and champion.



“Let the voice of the hymnist ring out frequent and articulate, and shake the lofty roof with vigorous song.”

St Aldhelm, first Bishop of Sherborne, 639-709

CREDIT: Ash Mills

Diocesan Partnerships

The Salisbury-Sudans partnership – now nearly fifty years in operation – is known throughout the Church of England and much of the Anglican Communion, and the support and sustained engagement of the Bishop of

Salisbury with the Sudans is important to the ongoing success of the relationship.

Founded on mutual prayer and fellowship, the partnership is rooted in local deanery links. It takes us out of our places of comfort and complacency in challenging circumstances, demanding that we love our neighbours by making God’s love known in places of seemingly relentless tragedy and disaster, but thankfully, there is also hope and revelation. It is mutually beneficial.

Our associations are with the two provinces of the Episcopal Churches of Sudan and South Sudan – the ECS and ECSS, respectively. These bonds are sustained and grown by a blend of ongoing dialogue, Christian fellowship and practical support. In our partnership, Salisbury has long had a policy of inclusiveness, and this especially comes to the fore when we respond in support of their justice and peace initiatives and needs in natural and humanitarian disasters and tribal conflicts.

The partnership addresses the practical objectives of education and health care. This includes a focus on theological colleges and schools and an embryonic Episcopal University, and distribution of basic medicines and the training of health workers and midwives (South Sudan has amongst the very highest maternal mortality

ratios in the world). Relief, development and advocacy are likewise major preoccupations, and we work with Christian Aid and various NGOs, the wider Anglican Communion and UK government and parliament to this end.

The Sudanese value visits to their countries by clergy and lay supporters. The new Bishop of Salisbury will be expected to visit whenever circumstances allow – and in doing so, to work with Christian Aid and other NGOs.

It is hoped that during the forthcoming Lambeth 2022 Conference and in a pre-conference time of hospitality in Salisbury and the wider Diocese, we can celebrate our 50th anniversary – and that this may

provide a fruitful opportunity for our new Bishop to meet and come to know colleagues from both Sudans, to sustain and develop this life-giving partnership.

Other international Diocesan links also flourish. We are linked to the Evangelical Lutheran Church in Latvia, and to the Roman Catholic Diocese of Évreux. Both the Archbishop of Latvia and the Bishop of Évreux are ‘Sarum Canons’ of the Cathedral. Pre-pandemic, a new link was being forged with the Diocese of Haderslev in Denmark. Each of these partnerships is overseen by a Diocesan Committee, and we look forward to the interest and energy that a new Bishop will bring to them.



CREDIT: Richard Budd



CREDIT: Richard Budd



CREDIT: Jane Shaw



CREDIT: Ash Mills

The Channel Islands

The transfer of the two Channel Island deaneries of Guernsey and Jersey from their attachment to the Diocese of Winchester to the Diocese of Salisbury, recommended by the Archbishop’s Commission in 2019, was agreed by General Synod in February 2020. Work continues on completing the legal processes to effect the transfer.

More information about the distinctive life of the Channel Islands is available in the supporting papers.



Mission & Pastoral Plan

The Plan (found in the supporting papers) is being developed by the Mission and Ministry Council of the Diocese to agree strategic aspirations that can guide our resourcing of the local church over the next five years. The Plan aims at the growth of the local church during a time of crisis (that is, of national emergency, institutional decline and financial challenge) and will give a frame for the work, not only of the

new Mission, Ministry and Communications Team, but for local conversations about deployment and resourcing.

The priorities that we have identified are:

1. Clearer pathways to mission & ministry
2. Better care for those who serve
3. Stronger roots for the local church (which includes consideration of new financial models and a strategy for church buildings)

“That to every parish throughout the kingdom there is transplanted a germ of civilisation; that in the remotest villages there is a nucleus round which the capabilities of the place may crystallise and brighten; this (we) cannot estimate at too high a price.”

Samuel Taylor Coleridge, 1815
(written while resident opposite St Mary’s Church, Calne)

In 2019 per percentage of population:

The highest
Easter
attendance of
any diocese

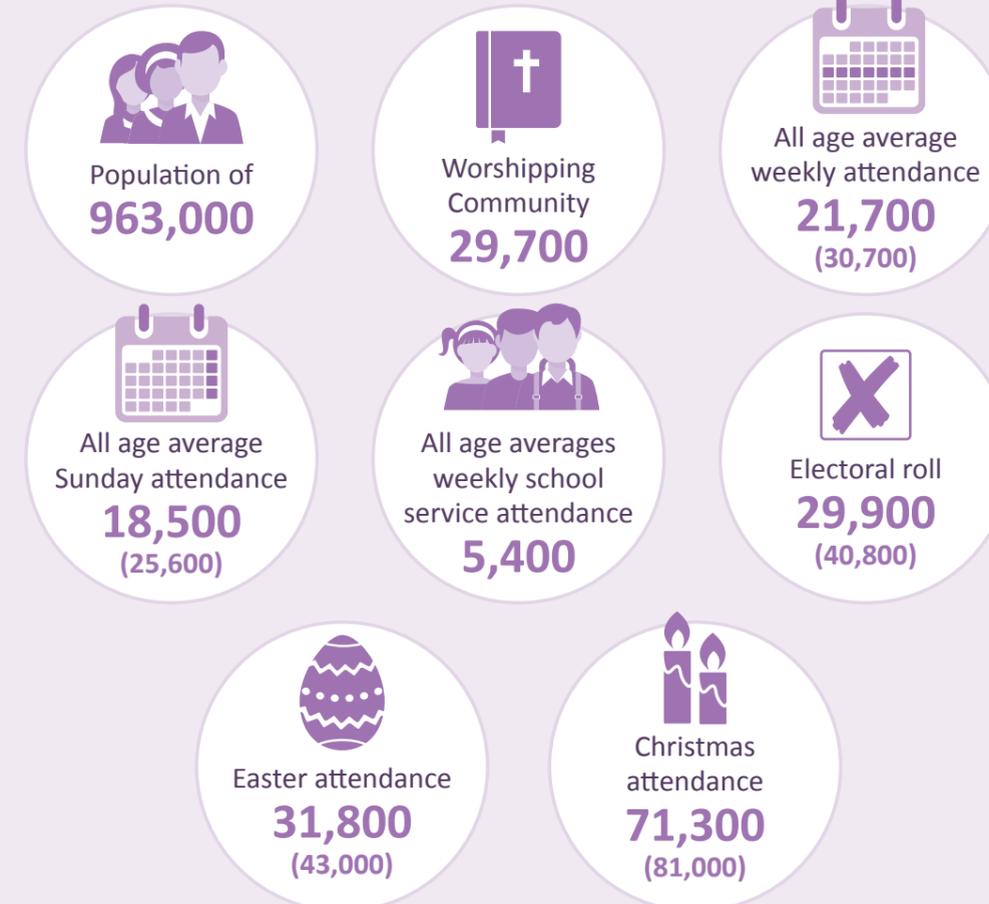
3rd highest
Christmas
attendance of
any diocese

3rd highest
Average Weekly
attendance as
a percentage
of population

3rd highest
worshipping
community
engagement
per population

Our mission and ministry

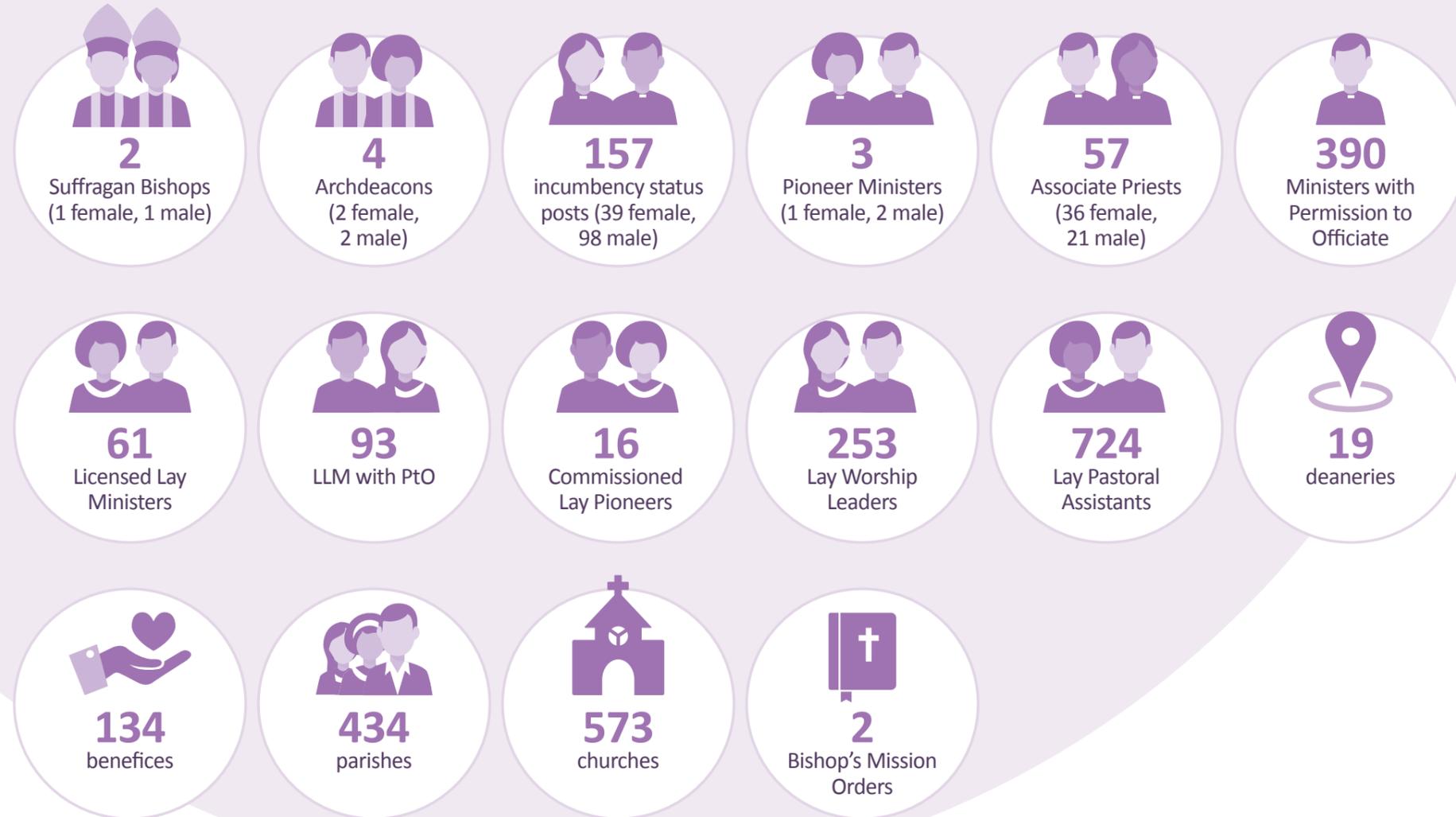
1. National Mission Statistics for the Diocese of Salisbury in 2019 (compared with 2011 and excluding the Channel Islands):



“Through identifying our core strategic priorities we are able to focus our resources on supporting and enabling the local church to grow and be at the heart of serving their communities. The Plan encourages a local conversation, empowering deaneries, benefices and parishes to identify what is important to them so that together we grow vocations, release lay ministry, resource mission, care for those who serve whilst developing a new framework for financing our work and managing our buildings.”

Canon Jonathan Triffitt, Director
of Ministry and Mission

2. Diocesan Ministry statistics (as at March 2021 and excluding the Channel Islands):



Vocations

The Diocese of Salisbury seeks to provide a clear, trustworthy and efficient process for anyone wishing to explore a vocation to an authorised lay or ordained role. There is a network of vocation mentors who can work in their locality at raising the vocational temperature.

Our vocations strategy starts with the local call of Christ, who sends us out in his name, to serve church and world according to our gifts. The Vocations Team (based at Church House) prioritises working with leaders at every level of the Diocese to recognise and affirm everybody's call to grow the Kingdom of God. The practice of being involved in the *missio dei* in a locality is widely recognised as a seedbed for vocations as well as discipleship in the local church.



Candidates for licensed and commissioned ministries at March 2021:



Ordained and Lay Ministry

The Diocese values lay and ordained ministries equally and aims for all to thrive in their God-given callings; it seeks to encourage a culture of shared lay and ordained working and leadership at all levels.

In recent years, the Bishop of Salisbury has acted as sponsoring Bishop to candidates for ordained ministry from across the whole Diocese. This has given the Bishop a valuable link to the life of the parishes, and a chance to know and be known by the ordinands.

As noted above, we value the ordination of women and their episcopal leadership. In recent times, three of our female church leaders have become Bishops. The Rt Revd June Osborne, former Dean of Salisbury (and the first woman appointed as dean

of a medieval cathedral) is now Bishop of Llandaff. Dame Sarah Mullaly became the Bishop of Crediton after being the Canon Treasurer at Salisbury Cathedral, and is now the Bishop of London. The Rt Revd Ruth Worsley was the Archdeacon of Wilts before becoming the Bishop of Taunton.

All the traditions of the Church of England are present in the Diocese and we encourage the flourishing of all. Pre-pandemic, there were more than 140 new worshipping communities, and there are notable areas of numerical and spiritual growth across the Diocese. Where there is intentional outreach, churches are growing; many churches are prioritising engagement with their local communities and are growing in number and impact as a result.

“As a home-grown ordinand who returned to serve their title post and is now an incumbent within the Diocese, I have always found the Diocese of Salisbury to have the feel of a loving family, where one is nurtured and deeply cared for, both by the senior leadership and your peers. Occasions such as the Chrism Eucharist and Clergy Day vividly display that sense of family, with a genuine feeling of celebration and the gathering of friends, as we rejoice in our partnership in the Gospel.”

Revd Andy Muckle, Vicar of West Moors, Dorset

Releasing and developing Lay Ministry is a vital aspect of our work. On appointment, the Bishop of Sherborne was given responsibility for leading in this area, which has been much appreciated. For a long time, the Diocese has trained and

“In a largely rural diocese with several large multi-parish benefices, lay ministers are essential, working alongside their ordained colleagues. At all levels great value is placed on collaborative ministry, and lay ministry is recognised for its intrinsic worth, being different from ordained ministry but not inferior to it.”

Judy Anderson, Associate Warden of LLMs

commissioned Lay Pastoral Assistants to assist with the work of the local church and within the last six years introduced commissioned Lay Worship Leaders. Locally run courses using an off-the-shelf course enable individuals called to this ministry to be trained and supported. We now have around 900 LWLs and LPAs, commissioned every three years, who are subject to DBS and Diocesan safeguarding training.

In 2019 a course was developed to train Lay Pioneers and the first cohort of 16 has since been commissioned. We hope to develop pioneering ministry further, building on the excellent work of our Pioneer Hub which is part of Poole Missional Communities.

The Diocese enjoys a good partnership with Sarum College for the training of Licensed Lay Ministers (Readers). Two years ago, Sarum launched a two-year course which our candidates enjoy, alongside colleagues from Bath and Wells Diocese. This added flexibility has markedly improved the number of enquirers for this ministry, which had been declining. Eight candidates are currently discerning their calling to this ministry and seven are being licensed this September.

There is much potential, and the development of local lay training hubs across the Diocese is being considered, which would include the training of parish officers and foundation governors. These will, we trust, foster a growing practice of collaboration in ministry and mission.

“I am immensely blessed to be a rural chaplain working in such an amazing place as Dorset. The angel said, “I bring you good news that will cause great joy for all people”. I feel that God is calling us all to do exactly that, not just to farmers, but to those near where we live.”

Revd Richard Kirlew, Lead Rural Chaplain, Sherborne Deanery Rural Chaplaincy

Chaplaincy

Chaplaincy in the Diocese is overseen by the Bishop of Sherborne and supported by others in the Diocesan Board of Education and Mission, Ministry and Communications Team. We have around 50 full and part-time paid chaplains working across the Diocese, and an increasing number of volunteer clergy and lay chaplains working in a wide variety of contexts: prisons, schools, the police, air ambulance, universities, healthcare, law courts, among the farming community and with Gypsies and Travellers.

Chaplaincy is an important area of our ministry development and we are currently exploring the possibilities of commissioning lay chaplains and how we can continue to develop and expand this ministry in partnership with the local church, the DBE and organisations and institutions across the Diocese.



CREDIT: Simon A Evans



CREDIT: Ash Mills

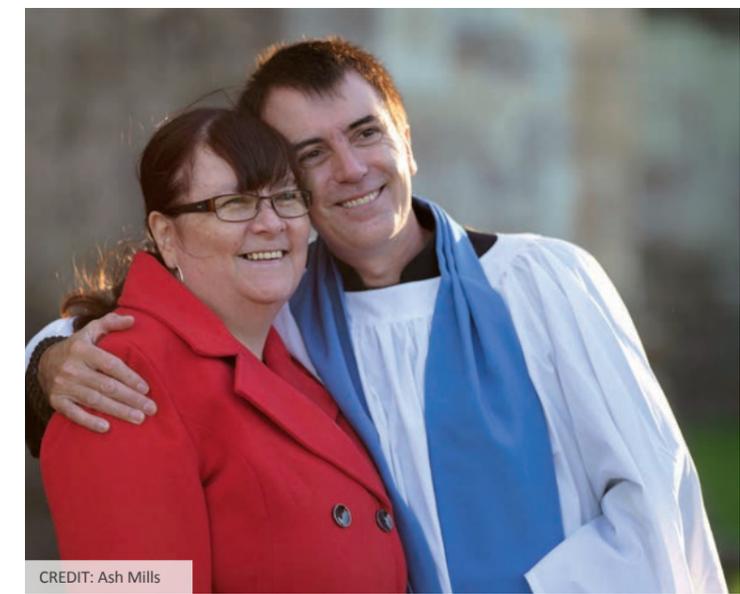


CREDIT: Ash Mills

Clergy wellbeing

We have made a priority of ‘better care for those who serve’ in recognition of the particular and often acute demands ministry places upon us.

The Diocesan Clergy Wellbeing Group, convened by one of the Archdeacons, has the role of developing an understanding of the professional and personal needs and experience of clergy, and the local and wider cultural trends that affect the context in which they work. The Diocese surveys clergy on their wellbeing every four years.



CREDIT: Ash Mills

The last survey, delayed slightly by Covid, took place last autumn. The survey showed that clergy wellbeing has held up remarkably well despite the pandemic. Indeed it has improved by a small but significant amount since 2016. However there is a small but significant group whose wellbeing remains a cause for concern.

Recognising that one size does not fit all, we offer a suite of resources including confidential counselling, Reflective Practice Groups, mentoring for all those in their post of first responsibility, and a network of spiritual accompaniers.

Ministry Development Review

All licensed clergy are offered a meeting with a member of the Bishop’s Staff (normally their Suffragan Bishop) six months after starting in a new post. After this, reviews are held every eighteen months and rotate between a meeting with a member of the Bishop’s Staff and a peer reviewer. Peer reviewers can be either ordained or lay and training is provided prior to their taking on the role. The scheme is administered by the Bishop’s Office.



Sarum College

The Bishop is a foundation trustee of Sarum College, which was founded in 1995 and in recent years has gained a significant national and international reputation for its learning offer, as well as its innovative programming, under the leadership of the current Principal, Canon James Woodward. It is a place of hospitality that draws into Salisbury a wide range of individuals and groups.

Sarum College offers a range of ministry formation programmes validated by the University of Durham. In a recent Church of England Inspection Report this work was commended thus: “We were impressed by almost everything we saw and heard about the College, and especially by its clear sense of community, shared purpose and values; its clear educational vision and commitment to outreach”. This work includes expertise in theological reflection, online pedagogy and rural mission.



“I am delighted to be an Ordinand in a diocese that nurtures and promotes associate ministry. My training is part parish, part Sarum College based, and flexible to the needs of those of us in secular employment. I am excited that associate ministers will play a vital role in the future of ministry and mission in Salisbury Diocese.”

Sarah Keen, Ordinand

Postgraduate programmes are validated by the University of Winchester and there is a small research community engaged in both consultation and doctoral study. The Winchester MA course has recently been re-validated and received high commendations from external examiners.

The Diocese is also part of the South Central Regional Training Partnership which works together in training and other areas, and where the Bishop is one of the Partners.

We hope that the new Bishop of Salisbury will recognise the enormous potential for Sarum College to contribute to learning and effective mission in the Diocese, as well as being a unique and valuable resource from the Diocese to the wider Church, and a place of warm hospitality and learning opportunities for local, national and international visitors, pilgrims and seekers.

Continuing Ministerial Development

With changing demands upon ministers, our professional development must also change to meet the challenges of our time. The Diocese runs a programme of Continuing Ministerial Development (CMD) available to all clergy, LLMs and those in commissioned ministries as well as retired clergy and LLMs.

We are developing a more in-depth partnership with Sarum College for the delivery of CMD which sits alongside events such as Quiet Days, Mental Health First Aid, individual speakers and tailored events for those in each category

of commissioned ministry. The Bishop hosts a residential Clergy Conference (with the next scheduled for 10th – 16th July 2023) and in the interim there are annual Clergy Days at which all clergy in licensed ministry have the opportunity to gather.

We also hold Archdeaconry Days each year on topics of relevance to all. The widespread move to online engagement in the last year is offering new opportunities to develop online learning and resources which, we trust, will equip all ministries to serve the emerging church.

Schools, Children and Young People

The Diocese is proud of its Board of Education, which is recognised as a pioneer of excellence in the national Church.

The Salisbury Diocesan Board of Education (formed in 1830) works with determination and deep intention, to support the spiritual development of children and young people in church schools and their parishes. In the Diocese there are 194 church schools and

20 multi-academy trusts, educating 42,000 children. The DBE team comprises Trustees and 17 staff. The staff team plays a significant role in regional and national leadership.

The Director of Education is a member of the Bishop's Staff and there is a close partnership between the DBE and the DBF within the life of the Diocese: the Bishop's Council and the Trustees of the DBE meet annually.

In our *SDBE Strategic Plan 2018 – 2023*, we express the aim to support the creation of 'confident, effective church schools and academies that are deeply Christian, belonging at the heart of the church and community – serving society's common good'.

The DBE vision, shaped by our Trustees, staff team, schools, parishes and children is to 'Live out God's Transforming Presence'.

Inspired by God's words to Moses, we live out his presence in showing his goodness, his compassion and his mercy. These characteristics of God's presence are at our heart, in any and all of these scenarios:

- In the middle of the most complex school improvement challenges;
- In being an advocate for Headteachers with the DfE;
- In disrupting the status quo and radically shaping the multi-academy trust landscape;
- In proclaiming Foundation Governance to be ministry within our Diocese;

- In believing the DBE has a place in shaping the culture of the Church;
- In developing community hubs which bring together the church and community leaders in market towns to respond to the voice of children;
- In placing children and young people as leaders of today in our Diocese, not just of tomorrow!

The Bishop has the joyful responsibility of confirming young and old into the Christian faith.

Confirmations in 2019

By Age	Males	Females
– 12	21	35
12 – 15 years	117	203
16 – 19 years	20	34
20 +	41	67
Total	199	339

34
The total number of confirmation services for 2019

"At Pitton CE VA Primary School we take our vision from John chapter 10 verse 10, 'Life in all its fullness' – we value Friendship, Family and Fulfilment."

Emma Wilkinson,
Head Teacher, Pitton CE VA Primary School



CREDIT: Steve Dewar

"My values for the Church would be – trust (so you can rely on each other in difficult situations); creative (and appealing/ fun for all); inclusive (of all different ages, backgrounds and races), global (with a worldwide vision)."

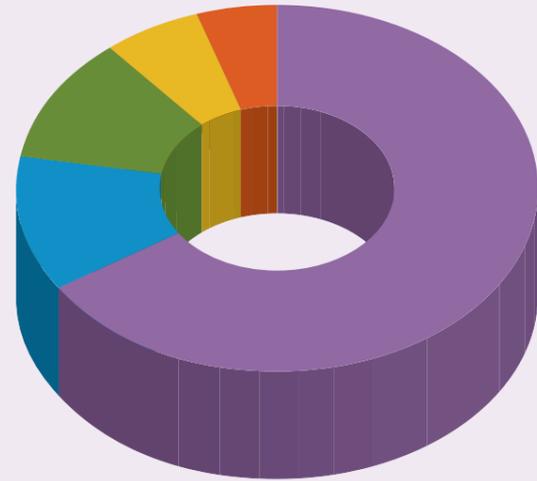
One of our Diocesan representatives on the National Younger Leadership Groups



Income and Expenditure in 2020

– where does the money come from and go to?

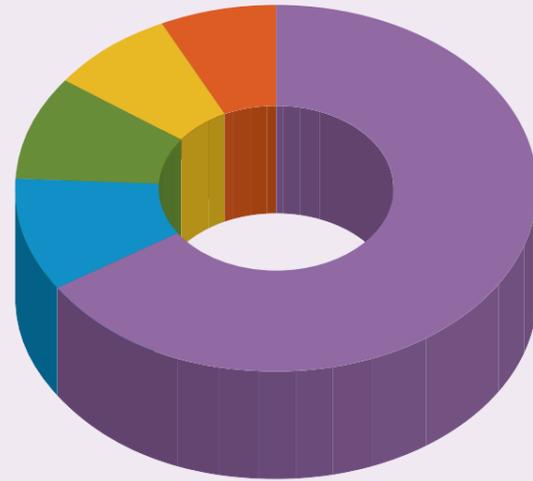
Income:



Every £1 comes from...

- **66p** Giving from parishes – Fairer Share
- **12p** National Church, donations, grants, parochial fees
- **11p** Deficit funded by sale of investments and houses
- **6p** Investment income
- **5p** Rent from vacant houses; fee income from SDBF BC Ltd

Expenditure:



Every £1 is spent on...

- **66p** Stipends, pension and housing for clergy and curates
- **10p** DBE grant, Registry, Auditors, SDBF BC Ltd expenses and Other
- **9p** Other services: Church Buildings (DAC), Pastoral Reorganisation, Trusts, Finance, Fundraising, Parish Support, IT, HR
- **8p** Mission and Ministry Team, Ordinands and Area Offices
- **7p** National Church, including training of curates

Financial framework and DBF Review

The Diocese of Salisbury is committed to moving to sustainable finances and out of operational deficit. Because of this, the Mission and Pastoral Plan is being integrated with a sustainable five-year financial framework for the Diocese, with the budget for each year being agreed with Synod in response to the longer-term trends of income and expenditure.

Reviews of Diocesan work in mission and ministry by church and school, of property and glebe management, of IT systems, giving and fundraising, communication and Diocesan offices

were all launched in 2019. Much of this has been implemented with new ways of working being adopted and a significant IT investment undertaken. In 2020 all Diocesan posts were reviewed, with new roles and teams ensuring we work in ways responsive to these reviews. We are working towards a 10% reduction in central staffing costs.

Further work is ongoing and increasingly includes a trend towards sharing staff resources with other dioceses and deepening collaboration between the Board of Finance and (the separately

incorporated) Board of Education as they seek to improve efficiency and serve the local church and school communities in an integrated fashion.

Partnership and collaboration are at a premium. Given the range of professional skills needed to support the statutory and missional functions of the Diocese, we are close to the point at which, at least in some areas, we cannot afford to work alone. Collaboration and the sharing of resources across the region and a close partnership with services provided at the national level will, we feel sure, characterise our future.

Income and Expenditure year ended 31.12.2020

– operating deficit £1.5m



Our financial resources

The Diocese is well served by a strong Finance and Asset Management Team which has continued to work effectively from home during the period of the pandemic. Oversight and governance are exercised through a series of committees that include Finance, Investment, Audit and Risk, HR and Remuneration, reporting ultimately through to Bishop's Council and Synod.

A balance sheet of £126m (year-end 2019) would suggest Salisbury to be a reasonably wealthy Diocese. However, of this figure, £94m is held in clergy housing, and £32m in largely restricted glebe and investment funds. This presents the familiar challenge of church assets being largely bound up in land and property, the disposal of which presents significant challenges for our ongoing mission and ministry.

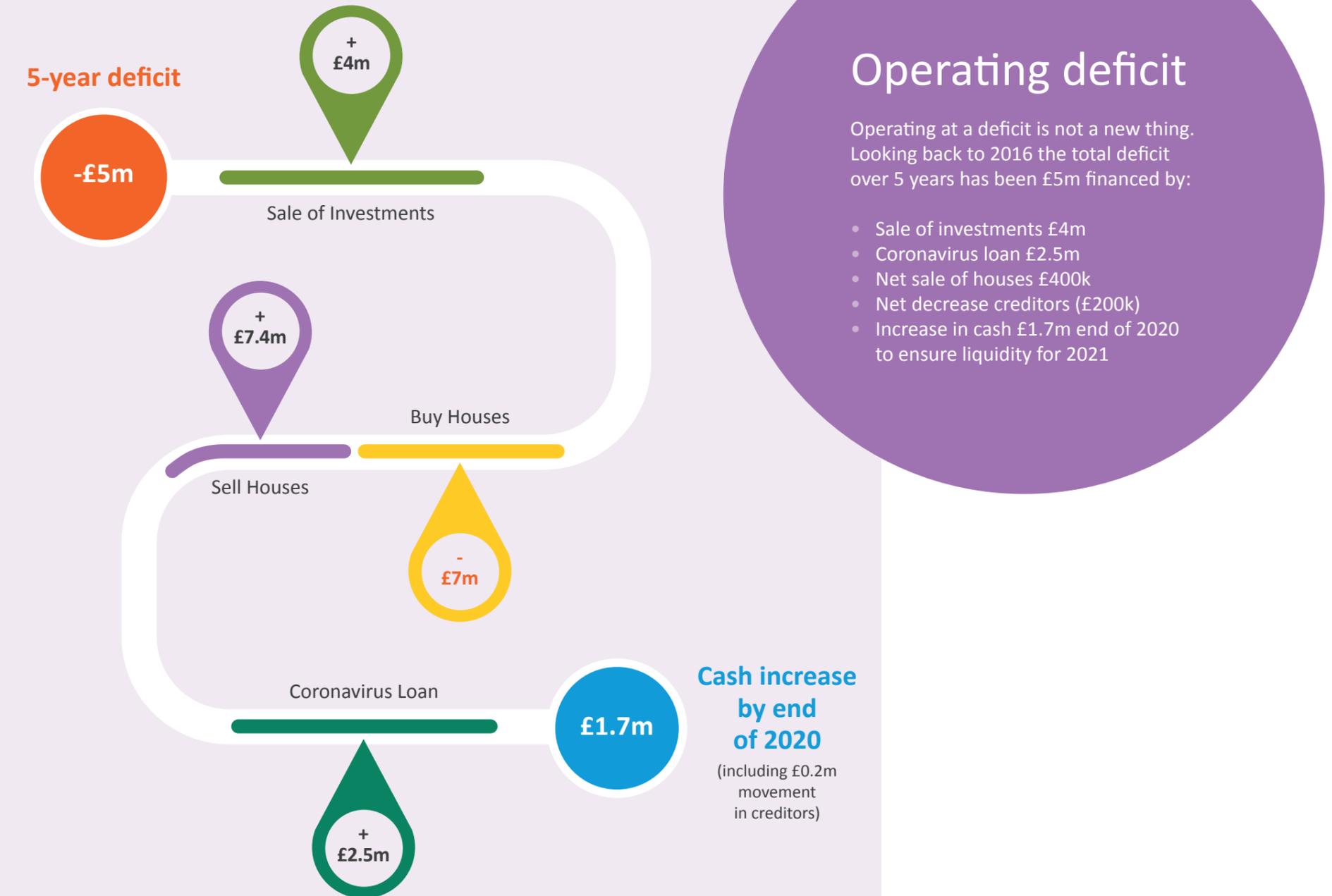
The Diocese ran at an operating deficit in both 2018 and 2019, and as a result of this,

an initial Five-year Financial Framework was drawn up and agreed at Diocesan Synod in February 2020 as a way of moving the Diocese back to a balanced budget.

The strategy to close the deficit gap depends on a limited reduction in stipendiary clergy and increasing parish share contributions. Owing to the pandemic, it was not possible to hold a planned stewardship campaign to encourage generous giving as soon as we had hoped.

The operating deficit has further widened in 2020 and whilst the figures remain to be finalised at the time of writing, this is likely to be in the region of £1.5m.

Forecasts at this stage in the year suggest the situation will further deteriorate in 2021 with a deficit forecast for the current year of £1.9m, further exacerbated by a smaller number of vacancies than forecast.



Salient points

- 97% of our balance sheet is restricted or endowed
- £93.6m is tied up in houses
- Most liquid are the equity investments totalling £18.8m but restrictions on use of £16m
- Current assets in General fund do not cover the bank loan and will require use of cash from other funds
- £1m deficit = sale of 3 Curates houses
- CV loan repayment over 6 years: interest 1.71% over base

Unrestricted

£2.0m – Church House; Holdings
£2.8m – Investments
£1.4m – Net Current Assets (NCA)
(£2.5m) – Coronavirus loan

3%
£3.7m

Restricted

£20.0m – 64 Curates and Other houses
£5.3m – Investments
£1.7m – NCA and liabilities

22%
£27m

Endowments

£71.6m – 168 Vicarages & Benefice Houses
£12.4m – 141 Glebe Land
£10.7m – Investments
£0.3m – NCA; Clergy Pension Liability (£682k)

75%
£95m

The position is being temporarily covered through the sale of assets, including a bond portfolio and a number of clergy houses that are no longer required. A Covid loan of £2.5m to ease cashflow was taken out in 2020 which is repayable over 6 years.

Diocesan finances at the current time are therefore stretched. Our relative wealth makes us ineligible for sustainability funding from National Church. The numbers of those contributing to parish share are in steady decline. There is a hesitancy to make too-hasty significant cuts to stipendiary clergy deployment at this stage. We are seeking to ensure any reductions are led by an integrated approach with reference to the Mission and Pastoral Plan. We have started the journey of change and the next Bishop will need to be prepared to lead significant changes.

80% of our Diocesan income needs to come from parish share, which is allocated through the Fairer Share system. This is based on an annual count of church attendance, a “category” adjustment reflecting the parish’s relative ability to pay, and various adjustments: for clergy deployment,

to remove volatility, and by way of a discount for regular payment.

The system is complex, but it has been in place for many years and since support through share payment has been at a high level (97%+) there has been a reluctance to change it, although (prior to the pandemic) a project was initiated to review and update the system. This remains on hold.

Count numbers have been in gradual decline over a number of years and the financial burden on fewer and fewer parishioners has led to acute pressures in some parishes.

Nonetheless, those unable to pay remain in a small minority, and even through the challenges of 2020 the Diocese was able to receive 89.6% of the share requested, which was a generous and encouraging response.

We are in the concluding stages of the transfer of the Channel Islands, such that they will become attached to the Diocese of Salisbury. The financial ramifications of that move are being addressed with a commitment on all sides to a neutral financial impact on the Diocese.

Until this year, established posts for stipendiary clergy in the Diocese have remained at a fairly consistent level over recent years, but a reduction of 4 posts was agreed for 2021 and a commitment to a further reduction of 5 posts in 2022 will help to ease the financial pressures in due course.

The shape of clergy deployment will now be determined by the Mission and Pastoral Plan launched in 2020, and close working on this between the Bishop’s Staff and the Finance team will ensure the financial implications of all future deployment plans are considered at an early stage.

There is a significant financial challenge before us: the arrival of our new Bishop will provide a timely opportunity for a re-appraisal of the current Diocesan financial position and our plans underway to address this.

We will look to our new Bishop for strong leadership in achieving our financial objectives, and who will support the teams working on them.

Giving campaign

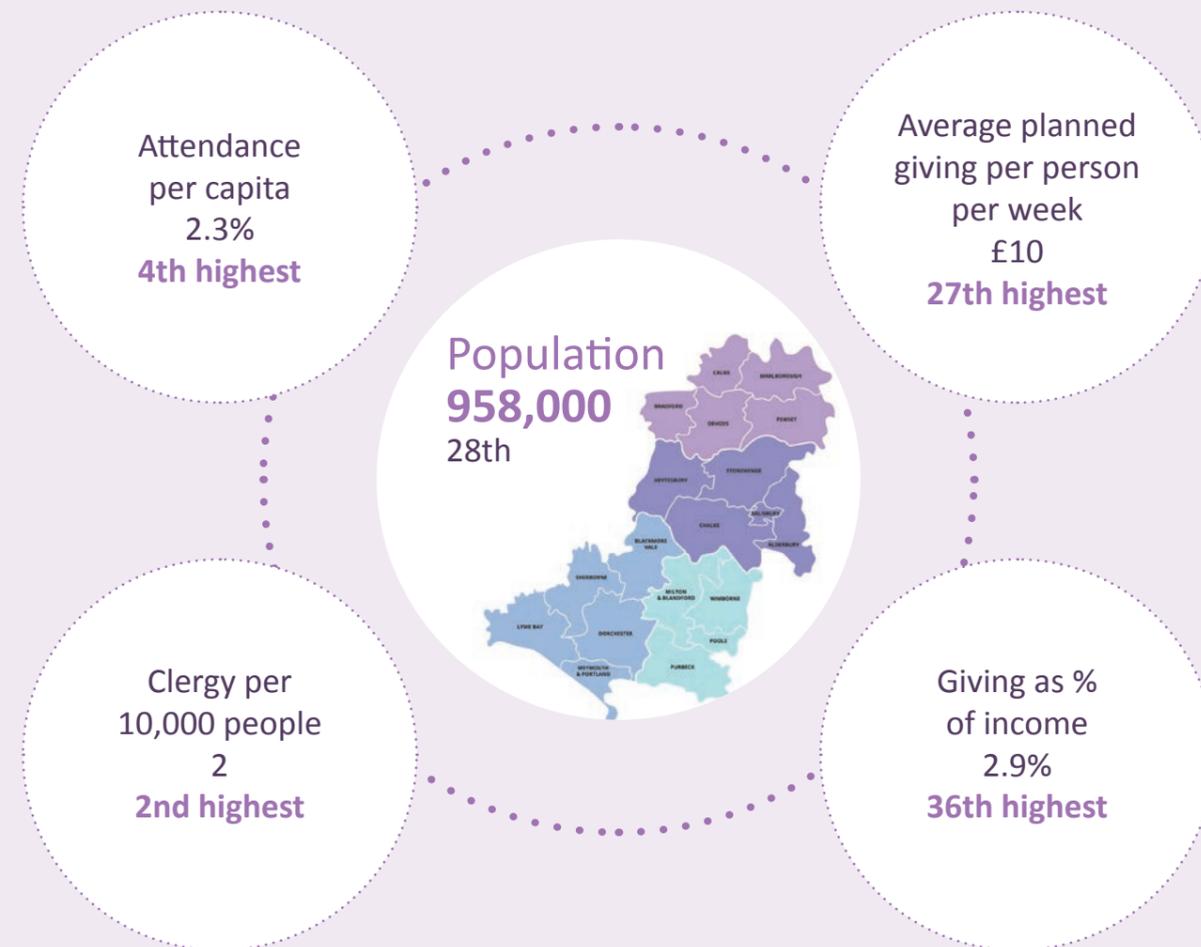
One of the reviews undertaken in 2019 was of giving and generosity in the Diocese. Building on this review, and drawing upon the resources of the National Church, a giving campaign is planned for the autumn of 2021 (somewhat delayed by the pandemic).

Much preparatory work during 2020 has focused on addressing foundational issues around giving mechanisms. However, the campaign will be a way to move the conversation on, looking at generosity and giving in a more holistic fashion, as a core aspect of our discipleship and ministry.

The campaign seeks to equip every church in the Diocese to actively engage their congregation on the topic of giving and generosity and encourage those who are able to increase their giving.

The Diocese of Salisbury in context

National Church Report 25.06.2020 – ranking out of 41 dioceses



CREDIT: Andrew Crisp



CREDIT: bishsherborne

Conclusion: Our hope for the next Bishop of Salisbury

Five rivers converge on its cathedral city: the Diocese of Salisbury has similarly been a place of confluence in the English Church, with a central role in the framing of Anglican faith, its liturgy, doctrine, and practice of local ministry.

These currents carry us forward and not back, however – and we are called to fresh hope and new ways of prayer, service and growth. Most who are called to the office of Diocesan Bishop will (and, perhaps, should) feel misgiving as to

whether they possess the qualities and skills required for the task, but we believe that a particular blend is needed at this time.

We hope that our next 'Pastor unto pastors' will be someone of vision, courage and holiness of life, who will be a visible and inspiring presence in our Diocese, leading us into unity and growth. We trust in the call of God: to the Bishop of his choosing, and to this place.

"Oh come! For thou dost know the way.
Or if to me thou wilt not move,
Remove me, where I need not say."

George Herbert, poet & Rector of Bemerton, 1633

Our Diocesan team and offices

Staff

The Bishop's Staff comprises two Suffragan Bishops, the Dean of Salisbury, four Archdeacons, the Deans of Jersey and Guernsey, the Director of Education and the Diocesan Secretary.

We have an office team working with the Bishop at South Canonry, a team at Church House led by the Diocesan Secretary, a team at the separately incorporated Board of Education led by the Director, and two mainland Area Offices and Island Deanery Offices in Guernsey and Jersey working with the Archdeacons and Suffragan Bishops.



The South Canonry

The South Canonry is the home and office of the Bishop of Salisbury. It is a gracious house in a quiet corner of The Close, with its own chapel and excellent spaces for entertaining and hospitality, and has traditionally been a place for gatherings and fundraising for many causes, welcoming people from across the Diocese as well as further afield. It backs onto the water meadows and has a lovely garden and an abundance of wildlife.



Church House

Church House is located in the heart of Salisbury, on the banks of the River Avon and close to shops and restaurants.

The key purpose of those working within Church House is to serve the mission and ministry of the Diocese both at parochial level and centrally by providing high quality, efficient and cost-effective services to parishes and local communities within our Diocese.

"A Bishop is a minister of God, unto whom with permanent continuance there is given not only power of administering the Word and Sacraments, but also a further power to ordain ecclesiastical persons, and a power to be by way of a Pastor even unto Pastors themselves."

Richard Hooker, 1597, written while Rector of Boscombe and Sub-Dean at Salisbury Cathedral

The Diocesan Education Centre

The purpose-built DEC is situated on the outskirts of Salisbury. As well as accommodating the Diocesan Board of Education's 17 staff and visiting DBF colleagues, it is also a conference, course and meeting venue.

Over the last several years the DBE staff have become a worshipping community, seeking to understand how they can discern God's will for their work – supporting the spiritual leadership of school leaders and the spiritual development of school children.



Appendix:

For Bishop's Staff Profiles, [click here.](#)



 THE CHURCH
OF ENGLAND

DIOCESE OF SALISBURY

The Diocese of Salisbury,
serving and resourcing the
local church. Inspiring and
encouraging a thriving
Christian presence in
every community.

Renewing *HOPE*
Pray • Serve • Grow

The Salisbury Diocesan Board of Finance

Registered Charity No: 240833
Companies House Registration: 17442