

SUFFRAGAN BISHOP OF RAMSBURY

STATEMENT OF NEEDS AND PERSON PROFILE

1: THE DIOCESE'S VISION FOR CHANGE

With the arrival of a new diocesan Bishop, the Right Reverend Nicholas Holtam, in September 2011 the conversations about re-shaping of the vision and strategy of the diocese have begun. In appointing a Bishop of Ramsbury it is the intention to recruit someone who, together with other senior colleagues and especially the new Diocesan Bishop and the Bishop of Sherborne, could lead in this process and help set a fresh direction and tone. See Appendix A for an extract from Bishop Nicholas' first Synod address which gives an insight into the direction of travel.

The Diocese's Vision has been for a Church which, changed and revitalised to meet the great challenges of the 21st century, will be confident in faith and grow among the communities of the Diocese.

Three key diocesan strategies underline this vision:

- to adopt as the underlying themes of our work the five marks of mission of the Anglican Communion
- to commit to be a learning and teaching Church for all believers
- to work with a vision of developing a body of ministers, lay and ordained, stipended and voluntary, parish-based and engaged in fresh expressions of church, and deployed in response to the mission and ministry needs of our whole communities.

These strategies have been the foundation of the Deanery Strategic Plans for the mission and ministry of each of the 19 Deaneries for the last five years.

2: THE DIOCESAN VIEW OF THIS POST

The extensive and thorough consultation on the future of the See of Ramsbury and the future ministry of Bishops and Archdeacons in this diocese sought opinions from nearly 1,000 people across the diocese both from schools and parishes, civic bodies, ecumenical partner, producing some thoughtful and insightful responses from 5 open meetings, 2 diocesan meetings, 7 schools meetings and 115 written replies representing Parochial Church Councils and individuals from all walks of life.

In summary there is a desire on the part of the majority of those who expressed a view to replace the Bishop of Ramsbury. This recommendation was unanimously approved by the Bishop's Council on 22nd November when the Bishop of Salisbury formally consulted with the Council.

In making this appointment, the diocese will be responding positively to the invitation for bishops to make a greater difference in their civic engagement and in engagement with young people, influencing the need for sustainable communities and building the common good.

3: DESCRIPTION OF THE DIOCESE

The Diocese

Within this diocese there is wide diversity in geography between the many urban areas and the deeply rural ones. The diocese includes 95% of Dorset, 75% of Wiltshire, all of Poole, 40% of Bournemouth, a small part of west Hampshire and one parish in Devon. The total population is over 890,000. Poole is the largest urban area, followed by Weymouth & Portland, Salisbury and Trowbridge (the county town of Wiltshire), with many smaller towns including Dorchester (the county town of Dorset), Ferndown and Devizes. In Wiltshire especially, the rural areas are grouped round a number of market towns to which the rural population looks for shopping and most services.

Some of the basic facts concerning the diocese are summarised in Appendix B. The diocese contains the World Heritage sites and areas of Stonehenge and Avebury in Wiltshire and the Jurassic Coast in Dorset, and tourism is an important element in the economy of the diocese. Extending the outreach of the Church to tourists is needed. The population of the diocese is divided almost equally between the urban and rural areas. In both urban and rural areas there are some parts with relatively serious deprivation (especially in Poole and Weymouth), resulting in the need for the Church to be involved in provision eg food banks and help in linking the unemployed young with employers seeking to expand their activities. So the Archdeacon of Wiltshire has chaired the Wiltshire Assembly.

Agriculture is important in much of the diocese, though employing only about 2% of the population (with a further 2% engaged in ancillary activities). Most of the rural parishes are grouped in benefices which may include up to 15 churches, so the challenge of team and group ministry in small rural parishes needs to be led sensitively, as well as the challenges in the urban areas. The Olympic Sailing in Portland Harbour in 2012 will give an opportunity for engagement with competitors and spectators.

The Cathedral

Salisbury Cathedral, with its Dean and Residentiary Canons, is a busy centre of the diocese, with an iconic status in national life. Its leadership team, both clergy and lay, led by the Dean has developed a strong sense of mission and objectives shared with the diocese. The Bishops and Archdeacons are non-Residentiary Canons and take a full part in the life of the Cathedral, as do many of the other clerical and lay Canons. In addition the Dean and Residentiary Canons are much involved in the life of the Diocese through the Diocesan Advisory Committee, clergy training, the Bishop's Staff and several other committees. The diocesan confirmations in the Cathedral at the four seasons of the year are innovative and well attended by parishes across the diocese.

Collegial Leadership

Strong collegial leadership has been developed across the whole diocese. The Bishop and the Bishops of Ramsbury and of Sherborne share Episcopal leadership in the diocese, working closely with the Dean, the four Archdeacons, the Rural Deans and Deanery Lay Chairmen from the nineteen deaneries, with their administrative colleagues led by the Diocesan Secretary, and with strong lay leadership through the Bishop's Council and the Synods, the Board Education and other committees.

The sharing of Episcopal leadership, carried into practice for several years, is described in the Salisbury Episcopal Ministry Scheme 2009, and the associated instrument of delegation.

The current opportunity presented by the departure of the Archdeacon of Wilts to reduce the number of archdeacons from four to three has been grasped. This will necessitate a rethinking of role distinction and duties between bishops and archdeacons.

Diversity of Ministry

The Diocese of Salisbury is dedicated to the ministry and mission of all believers. There is a diversity of ministry, with the development of Licensed Lay Ministers (LLMs), Fresh Expressions of Church, Messy Church, Pioneer Ministers, Street Pastors, and other ways of mixing ministry and mission. The diocese values the good resource of Sarum College in the Cathedral Close, and the Regional Training Partnership, involving several other dioceses and Oxford Brookes University, in which the Diocesan Learning for Discipleship and Ministry Council has a significant role.

The Clergy, Vocations and Training

Pastoral care of the clergy has been a priority within the diocese, and this needs to continue. A recent survey of clergy well-being has shown that not all of the clergy are comfortable in their posts, and we need to raise further the standards of such pastoral care. The total number of clergy in the diocese has risen over the last 10 years. The number of stipendiary clergy has been subject to planned reduction in accordance with the national Sheffield formula (plus or minus 5%); and the total has been made up by the strong increase in non-stipendiary clergy, both men and women. There is also a good number of licensed lay ministers (LLMs, previously Readers) and many lay pastoral assistants (LPAs). There is a strong programme of training of clergy and laity led by the Learning for Discipleship and Ministry Council.

Differences in Churchmanship

The great majority of members of the Church in this diocese are supportive of women in the priesthood. Out of 458 parishes 4 have opted for alternative oversight, and 8 others have made resolution B. In June 2011 the Diocesan Synod voted in favour of the legislation enabling the ordination of women into the episcopate and did not approve any following motions.

Schools, Further and Higher Education

The diocese has 198 schools, 50/50 VA/VC, 2 old, 4 new style Academies, educating 41,000 children and with 1100 foundation governors nominated by parishes. 91% of these schools are primary schools: 11 are secondary (a much smaller proportion). Around six other schools are considering the option of academy status. There are the major campus of Bournemouth University and Further Education Colleges. There are also 18 independent schools, most being Church of England foundations and most with resident chaplains.

Church Buildings

The majority of the church buildings are listed in Grades I, II* or II (87% in Grade I or II*), forming a major privilege of heritage, but also a major burden of expense which has often to be borne by relatively small parishes or benefices. Nevertheless the standard of repair and maintenance is generally rather high. Because of this heritage many of the efforts of parish clergy and laity have to be devoted to the buildings, leaving diminished resources in the parishes for other forms of ministry and mission. The Diocese is engaged in "Rediscovering our Parish Churches" for worship, for mission and ministry among regular congregations and the wider community, and for general community use. This project has been piloted in 2 deaneries with the help of English Heritage, and is now being taken on into other deaneries.

Finances

The financial position of the diocese is reasonably strong, and well managed by the Board of Finance. In the last seven years Fairer Share payments from the parishes have been on average just below 98% of what is asked for, and Fairer Share increases have been held to around the RPI through close control of spending. An increase of no more than 0.69% in diocesan spending is planned for 2012.

Armed and other Government Services

Over 20,000 jobs in the diocesan area depend on the presence of the Armed Services and the Ministry of Defence and government agencies. The Army's bases around Salisbury Plain training area (including those at Warminster, Larkhill – HQ of the Royal Artillery, Bulford and Tidworth are expanding, with up to 7,000 more Army servicemen and their families likely to be based there. The Royal Marines train in Poole Harbour. Army artillery and armoured vehicles train on the Dorset coast at Lulworth and inland at Bovington. The Boscombe Down Airfield is the home of the UK test and evaluation facility for military aircraft, as well as the Test Pilots School. The large RAF base at Lyneham is due to close by the end of 2012; but until it closes it is a major RAF Transport Centre, and Royal Wootton Bassett is well known for having honoured those whose lives have been lost in Iraq and Afghanistan. The Defence Science and Technology Laboratories and the Centre for Counter-Terrorism at Porton Down employ about 3,000 staff. The Health Protection Agency, also a major employer at Porton Down, may close and be moved elsewhere.

Engagement with Civic Authorities

The diocese has developed a good range of engagement with the civic authorities and the wider communities in Wiltshire, Dorset, Poole and Bournemouth (including local government, the NHS Trusts, the police, probation service, prisons and others).

Sudan and other links

There has been for 38 years a strong link with the Episcopal Church of Sudan now led by the Bishop of Sherborne. This link has particular significance for our diocese, both in the time, effort and money (over £300,000 was raised in our parishes in 2009) devoted to helping the Sudan Church, and in the growing impact on our diocese of this partnership with the Church in one of the poorest parts of Africa, especially at this time of hope for the future of Southern Sudan. The other links are with the French Roman Catholic diocese of Evreux, and the Evangelical Lutheran Church of Latvia.

Boards, Groups and Teams

These exist to provide much of the support to the work of the parishes and schools and to ensure that the work of the diocese is carried out efficiently. They direct the work of the salaried staff and of the volunteers in implementing policy decisions and provide advice to the Bishop's Council.

This document can only give a brief outline of the diocese. For a fuller picture please browse our diocesan web-site: www.salisbury.anglican.org

4: CHALLENGES FACING THE DIOCESE

The Diocese of Salisbury is not complacent about what has been achieved so far, and has no wish to stand on the status quo. The rapid changes in society and the challenges for the Church are too great for it not to be recognised that our diocese must continue to change and evolve organically and radically to meet the immense challenges it faces and will continue to face. The context in which our Church in this diocese finds itself is also increasingly diverse, requiring a diversity of responses; and a significant part of its mission is both to challenge and to be challenged.

Some of the particular issues where the role of the Bishop of Ramsbury, as part of the Bishop's staff, will be critical will include:

1. **Developing our ministry and mission** In the challenge to grow in numbers and in depth the diocese wishes to build on the good which has been achieved, and to carry forward ministry and mission among the wider society now outside the Church (children, young people, their parents and adults of all ages) with even greater vigour and determination.

Bishops fulfil an invaluable role in engagement with young people in schools as has been shown in this diocese recently with a series of 'grill a bishop' sessions held with sixth formers by the Bishop of Sherborne and the views expressed by Head teachers in the recent consultation.

2. **Visibility/Presence** The desire for visibility, of bishops in particular, in the context of civic life is an opportunity which the church should not neglect. Whilst the presence of church leaders to mark civic occasions is valued the point was well made by community leaders who responded to the diocesan consultation that they should be at the table in order to exert real influence and build stronger communities and not just for window-dressing. They have the capacity to create space for people to meet and do business together to good effect.
3. **Support and care of clergy** The demands on the bishop's staff of this diocese through new legislation and complex processes are considerable and obligatory, and fewer stipendiary clergy, at a time of transition for the Church require more support from bishops and archdeacons, not less.

5. ROLE DESCRIPTION FOR A BISHOP OF RAMSBURY

"Bishops are ordained to be shepherds of Christ's flock and guardians of the faith of the apostles, proclaiming the gospel of God's kingdom and leading his people in mission. Obedient to the call of Christ and in the power of the Holy Spirit, they are to gather God's people and celebrate with them the sacraments of the new covenant. Thus formed into a single communion of faith and love, the Church in each place and time is united with the Church in every place and time" **(from the Ordinal, Common Worship, 2005)**

Qualities:

The person appointed Bishop of Ramsbury will be:

- A joyful disciple with a playful trust in the risen life of Christ, within a committed life of prayer
- An inspirational leader committed to a common way of working and shared values; a permission giver
- An imaginative colleague committed to growth in numbers and depth whilst also being adaptable to and excited by new challenges

- Passionate for engagement and transformation for individuals and society, capable of effective engagement in the public square, confident in a variety of settings including liturgy, schools and civic life.

- Articulate about theology for the world as well as the Church.

Key Roles:

The person appointed Bishop of Ramsbury will:

A: act as an Episcopal colleague to the Bishop and to the Bishop of Sherborne and play a full and active part in the common life of the Bishop's Staff; sharing in the leadership and development of the diocese

B: exercise the customary ministry of a Bishop in the Church of God within the Diocese of Salisbury and in the Church of England; for instance teaching, conducting inauguration services for new ministry and conducting confirmations, accountable to the Bishop in whose Episcopal ministry he will share,

C: work alongside colleagues from across the Diocese in the development, adoption and local delivery of Diocesan strategy and policy for both schools and parishes in a creative and appropriate fashion;

D: share with the archdeacons and rural deans in Wiltshire in making good parochial or deanery appointments, giving pastoral care and support for clergy and their families, and encouraging and developing clergy, schools and parishes in mission and ministry

E: be a leader in mission, interweaving evangelism and social justice, and a visible focus for the Church in public life, among her ecumenical partners and in Wiltshire's civic and voluntary institutions, representing the Church to them and them to the Church.

F: relate the local church to the national and international context and assume appropriate Diocesan, national and international portfolios in such areas as shall be determined as best making use of his gifts, skills and experience. It is hoped that in due course this will include assuming the responsibility for significant portfolios within the diocese, including chairing the Learning for Discipleship and Ministry Council.

Practical Details

The Bishop's House is in Devizes, one of the major market towns in Wiltshire. It has a dedicated office extension which houses the administrative support for the Bishop and Archdeacon of Sarum/Acting Archdeacon of Wilts, and diocesan projects.

The stipend in 2011/2012 is £31,830, which will be reviewed in April 2012. Holidays and expenses are according to the guidelines laid down by the Church Commissioners for Suffragan Bishops; the new Bishop will be expected to comply with the regulations for common tenure and the associated Terms of Service. He will be required to be part of a Ministerial Development Review process.

It is expected that the new Bishop of Ramsbury will have basic IT skills and is willing to use modern communication technology.

If you have any queries, please contact the Bishop's Chaplain, Revd. Jonathan Ball, on 01722 334031
Email: bishops.chaplain@salisbury.anglican.org

1 – Strategy and strategies

I have, of course, joined the Diocese 'in motion'. The Children and Young People Strategy has been created in response to the Synod's own priorities. It is in its final stage of preparation. If we adopt it after discussion today, and I very much hope we will, it will set our direction for the next 3 years, intentionally placing children and young people at the heart of what we do. I am a big fan of evidence-based and thoughtful strategies. Until last week I thought the paperwork given with the job description and person specification for the new bishop was the Diocesan strategy. At my first meeting with Rural Deans and Lay Chairs the departing Archdeacon of Wilts described this as a myth, by which he meant it was material collected together for the purpose of informing the appointment of the new bishop rather than as strategic documents to be disseminated throughout the whole Diocese. That seems to be why what I thought was the Diocesan strategy is reflected rather weakly in the Deanery plans. So I hope this Children and Young People strategy will be the first of a series of strategy documents that give shared purpose and coherence to our common life in Christ and help us to pull together in the same direction. The aim of every group is for the whole to be greater than the sum of the parts so that 1+1+1 equals more than 3. It is not often so with Synods and I hope we will all feel that to be a challenge.

Extract 2 – Opportunities afforded by the departure of the Archdeacon of Wilts

Synod will want to know where we are in relation to the review about the appointment of a new Bishop of Ramsbury. Whilst the report of the group established to advise me about this has only just been finalised, they have drawn my attention to the opportunity presented by the departure of the Archdeacon of Wilts to reduce the number of archdeacons to three and think this an opportunity that should be grasped. It would necessitate a rethinking of role descriptions and we have begun to do some work to increase the clarity about role distinction and duties between bishops and archdeacons. Whilst it should be possible to do this quite quickly, the Archdeacons of Sherborne, Dorset and Sarum have begun their planning to ensure cover for the diocese until we have been able to organise a longer term solution that takes account of the opportunity of these vacancies in ways that will encourage growth and fruitfulness.

Extract 3 – Church growth

In an appendix to the paper about the diocese prepared for those being considered as the new bishop, there were statistics showing a fall in Average Sunday Attendance and Electoral Roll membership of 17% and 16% since the turn of the millennium. I accept this may not be entirely accurate and am sure we need to find more thoughtful ways of describing ourselves so that we express the width and depth of the Church of England which is very much bigger. I also know that numbers are not everything but I discovered long ago that numbers matter. What we can do with congregations of different sizes is very different. Our varied contexts mean our churches have different possibilities. Nevertheless, as a diocese and as the Church of England we have no option but to encourage growth in numbers and depth. This isn't just a response to hard times; it is a Gospel imperative and one of the ways in which mission is central to the life of the Church. However, the Church is least attractive when talking about itself. That is the paradox. We are at our best when attentive to God and one another in love and service rather than worrying about our own survival.

APPENDIX B– Factual Description of the Diocese of Salisbury

Population and Area		Comments
Population 000's	891	15.5% live in the Poole Unitary Authority alone. 1.25% are from ethnic minorities.
Area (square miles)	2,046	7th largest diocese. 18.4% of area is owned by Ministry of Defence.
Economic profile		Unemployment average 1.7%. 29 super output areas in the diocese are in the 20% of the most deprived super output areas in England. 203 are in the 20% least deprived.
Religious communities	6	
Parochial Structure		
Deaneries	19	
Benefices	148	58 single parish benefices. Largest benefice has 14 parishes. 8 have 9 or more parishes.
Parishes	455	318 parishes have a population of less than 1,200.
Churches	574	87% Grade I or II*
Church Schools	198	102 – VA, 93 VC and 1 foundation of which 11 secondary (two of which re-opened as academies in 2010), 6 middle, remainder are primary. 40,000 of children in the diocese attend church schools. There are also 18 independent schools in the diocese.
Worshippers		
Electoral Roll (2009)	41,400	Down by 15% since 2000
Average weekly attendance (2009)	32,700	Of which 5,700 are children. AWA down by 14% since 2000.
Fairer Share Members (2011) The diocesan measure of committed church members	26,953	Membership declining about 1% p.a. 340 parishes have less than 60 FS members. 79 have more than 100 FS members.
Licensed ministers		
Stipendiary parochial clergy and associate priests (formerly described as 2 nd curates)	172.5	Plan to reduce by between 16 and 30 by 2016 in line with National Allocation but likely to be nearer 16. Lay posts being appointed instead in some cases.
Paid parochial lay posts	4	
Non-stipendiary associate priests	74	Number has been fairly constant over the last few years.
Pioneer Ministers	3	Two clergy, one lay. 2 funded from reserves. Bishop's Mission Order for 1 in Poole which is self-funded
House for Duty	13	Increased from 8 in 2009
Assistant curates (IME 4 – 7)	92	Of which 56 are non-stipendiary
Ordinands in training (IME 1 -3)	31	Of which 13 are non-stipendiary
Licensed Chaplains <i>There are other informal chaplaincy arrangements too.</i>	40 full or part-time	31 hospital/3 police /1 fire service/18 schools (including independent schools)/5 prison, 1 deaf, 1 Travelling People, 4 university or college, 22 Armed Forces, 2 Mothers' Union
Total ordained ministers (ex training)	301	38% are female
Licensed lay ministers readers LLM(R)	111	42% are female. There are also 86 LLM(R) with PtO
Retired clergy with PtO	328	Of which 44% have unrestricted PtO

Lay Pastoral Assistants	1193	Increased from 1100 in 2010. 82% are female
Youth Workers	29	Of which 19 are paid. These are paid by parishes, not diocese.
Oversight		
Area bishops	2	Formal area scheme revoked 2009 and replaced by collegiate scheme and instrument of delegation. There are also 8 retired bishops with PtO.
Total stipendiary bishops	3	
Archdeacons	4	One Archdeacon also ½ time DDO. This will reduce to 3 in 2012.
Parishes receiving Episcopal ministry under the Episcopal Ministry Act of Synod	3 Provincial	Also 1 parish receiving Episcopal ministry not under the Episcopal Ministry Act of Synod
Finance		
Expenditure in 2010	£12,776,000	Budget increase has been 2% or less for the last four years and will be again for 2012
Share paid in 2010	£8,880,000	This equates to a collection rate of 94.8% for 2010 plus collection of share arrears of £90,000 during the year. Share income in 2011 is holding up so far.
Income other than Share in 2010	£3,721,000	Includes £563,000 from Statutory Fees and chaplaincy and £312,000 from provision of charitable services, predominantly building projects for church schools.
Unrestricted recurring income to PCCs in 2009	£16,442,000	87% of this is voluntary income. Weekly average giving per subscriber £7.19
Parish and individual giving to the Diocesan Sudan Link and associated projects 2010	£359,000	Included £75,263 towards Bishop David's retirement fund for Juba College, Sudan

L. Herklots
Diocesan Secretary