



Nomination of Bishop of Salisbury

“To serve this royal priesthood, God has given particular ministries. 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 Ordination Service of a Bishop

Introduction

1. In this paper we bring together the profiles of the person whom the Diocese of Salisbury wishes to be nominated as the next Bishop of Salisbury, and of the Diocese itself. The preparation of these profiles has involved wide consultation. This paper is also intended as a basis for the work of the Diocese over the next 10-15 years.

The Diocese’s Vision for Change

2. The Diocese’s Vision is 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.

3. **Core Purpose** The core purposes of the diocese's vision for change are:

- to leave our places of safety and follow the God who goes before us and is already at work in ways we have not yet dreamed of
- to discern what God is doing to make all things new and to draw others to recognise and celebrate his transforming presence among us
- to make church where God chooses, not where we choose, and to pitch the tent where God is at work, and open it to all, celebrating God's life-changing love active among us.

4. **Key Strategies** Three key diocesan strategies for achieving this purpose have been determined:

- 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 four years.

5. **The Challenges** 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.

6. **Developing our ministry and mission** 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. This will require effective and collegial leadership of a strong team player as the next Bishop of Salisbury. The diocese is looking for a Bishop who will be at the forefront of the essential changes in the work of the Church.

Collegial Leadership

7. In seeking to achieve the diocese's vision for change, a strong collegial leadership has been developed across the whole diocese. The Bishop and the Area Bishops of Ramsbury and of Sherborne share episcopal leadership in the two Areas of the diocese, working closely with the Dean, the four Archdeacons and nineteen Rural Deans, with their administrative colleagues led by the Diocesan Secretary, and with strong lay leadership through the Bishop's Council and the Synods, and the Boards of Finance and Education and other committees. The sharing of Episcopal leadership, carried into practice for several years, has now been strengthened by the approval by the Diocesan Synod of the Diocese of Salisbury Episcopal Ministry Scheme 2009, and the associated instrument of delegation.

8. **People and Management Skills** The members of the Bishop's Council are also the standing committee of the Diocesan Synod, the Board of Finance Executive and the Diocesan Mission and Pastoral Committee, thus bringing lay and ordained together for leadership in policy, finance and mission. The administration of all these bodies and of all who work in them will call for a good understanding and experience of complex management as well as strong people skills, to enable and encourage others, both clergy and laity, to manage the affairs of the diocese.

9. **Leadership in Mission** Our Diocese's vision for change and renewal involves us in interweaving evangelism and social justice. To lead the Diocese in pursuing this vision (and to lead in the national Church) the Bishop will need to be fully secure in his own self, and therefore ready to trust others to carry out their tasks, and ready to take risks in the faith, and to encourage others to take similar risks. The future of our diocese will not be enhanced by a policy of safety first. He will need to lead in pursuing the shared vision for change, and to have the determination to see changes put into place. He will need to be aware of his own strengths and weaknesses, and to ensure that, where he is less strong, there are others working with him with complementary strengths. To achieve this he will need to show good discernment of the gifts of those to be appointed to offices within the diocese. He will have to be a learning as well as a teaching bishop.

10. **Shaping the Culture of the Church** The Diocese of Salisbury is dedicated to the ministry and mission of all believers. The diocese has been at the forefront of Anglican thinking. 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. Strong support is needed for this growing and optimistic diversity which is beginning to fulfil a significant role in the work of the diocese. The diocese is dedicated to the good resource of Sarum College in the Cathedral Close, and to 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.

11. **Godly and Hospitable** The diocese desires above all a man who is godly and holy, and who will be seen by all whether within or outside the Church to have this quality in his integrity of living. The quality of Christ-like leadership is what matters most. He will need to encourage the gift of hospitality.

12. **Pastoral Leadership** The Bishop will need to show proof of successful leadership in a complex setting, whether within the Church or elsewhere. Evident skills of pastoral leadership (fostering and supporting clergy and laity in their work) will be needed to meet the immensity of the challenges. Leadership is almost beyond definition, but can be seen and immediately recognised. To be able to provide such pastoral leadership, both within and outside the Church, experience of parish life may be helpful, as well as experience in and deep understanding of working with lay volunteers.

13. **Skills of Communication** Means of communication are continuing to change and expand rapidly. It will be vital for the Bishop to be able to use effectively all such means and to be secure and comfortable in that use. The ability to communicate well to those in the Church of England and to other committed Christians, and also to a diverse cross-section of people who are on the edge of the Church (including those who have yet to find their spiritual foundation), will be needed for success in leading mission in the diocese. He and his teaching (based on deep learning) will need to be understood by and accessible to young adults and children, as well as those who are older, to those more at home with contemporary styles, as well as those of a more traditional mindset, to those of Christian faith and to those with no faith in or understanding of Christ, to those settled and resident in the diocese including all minority groups, and to those who are transiently in the diocese or Travelling People. Inspiration and encouragement of the Church and bringing a fresh perspective of the faith through his words, spoken and written, will be vital. He

will need to speak fearlessly himself, and to encourage others to speak fearlessly, to the world in support of Christian faith and principles; and to foster and encourage others to foster compassion for the poor and marginalised of the world.

14. **Stamina** The tasks of a diocesan bishop call for strong physical and mental stamina and wellbeing, and these need to be evident to those with whom he works and to all he meets. In stating this, the diocese is committed to equality and diversity policies.

15. **Joyfulness** Those who work with or meet the Bishop will need to be impressed by his Christian joyfulness and sense of fun, and his ability to relax when released from the duties of his office. We do not need a Bishop who is either bland or lugubrious.

16. **National and International Church Duties** The diocese recognises the importance of the Bishop's work for the national Church and for the Anglican Churches worldwide, which has potential benefits for the work of the diocese. The interweaving of the diocesan and other roles will require careful management of time, and effective delegation when necessary.

The Diocese

17. 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 880,000. 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.

18. Some of the basic facts concerning the diocese are summarised in the Appendix. 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: the Bishop will need to continue to provide strong leadership in both 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 providing eg food banks and help in linking the unemployed young with employers seeking to expand their activities. So the Archdeacon of Wiltshire chairs the Wiltshire Assembly, and has led efforts to secure employment for the young. 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 mission among competitors and spectators.

19. **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.

20. **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. Whatever the differences in churchmanship support for all believers in their preferred ways of worship is essential. The Bishop will have to be prepared to ordain men and women without discrimination, while sensitively engaging with the few parishes not accepting women priests or bishops, and to envisage in due time a female episcopal colleague.

21. **The Clergy, Vocations and Training** Pastoral care of the clergy has been a priority of the ministry of 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 stipended 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-stipended clergy, both men and women. There is also a good number of licensed lay ministers (LLMs, previously Readers) and many lay pastoral assistants (LPAs). The Bishop will need to be able to lead this diverse body of ministry, and to foster the development of lay vocations as well as of vocations for the ordained ministry, in which the diocese is pro-active. There is a strong programme of training of clergy and laity led by the Learning for Discipleship and Ministry Council.

22. **Ecumenical Leadership** Most of the current leaders of other Christian Churches within the area of this diocese are not resident there. It is therefore the more important that the Bishop will give a lead to ecumenical ministry and mission among all Christians in this area. The ecumenical work of (for example) Churches Together in Dorset and in Wiltshire (and locally in many of the urban areas) needs much further strengthening.

23. **Schools, Further and Higher Education** The diocese has over 200 Church schools – 183 primary (48% of the total) and 11 secondary (a much smaller proportion). These church schools are educating over 40,000 students. Two academies, with the diocese as the lead sponsor, are planned to open in September 2010. There are also the major campus of Bournemouth University and Further Education Colleges. The Bishop will need to be totally supportive of the Church schools, and equally to support the efforts of the Church to have a strong faith presence in the other schools, and in higher and further education. There are also 18 independent schools, most being Church of England foundations and most with resident chaplains.

24. **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.

25. **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 1.5% in diocesan spending is planned for 2011.

26. **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 Wootton Bassett is well known for honouring 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. All involved in this vital work will need the strong and sensitive support of the Bishop.

27. **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). The desire of the diocese is that this engagement with the civic life within the two counties should be extended and strengthened under the leadership of the Bishop.

28. **Sudan and other links** There has been for 37 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 has been 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 Sudan. The other links are with the French Roman Catholic diocese of Evreux, and the Latvian Evangelical Lutheran Church. It is the desire of this

diocese that the Bishop will be fully engaged with all of these links, and most particularly with the Sudan.

29. Thus the Diocese is seeking a Bishop who (amongst the other qualities and abilities set out above)

- has the presence and stature to lead the clergy and laity collegially as a team player, without discrimination between men and women, or people of differing churchmanship
- is committed to the ministry and mission of all believers, and to strong pastoral leadership and care
- will be in the forefront in developing the Diocese's shared vision for change with determination to see necessary changes put into place
- will be liturgically confident
- has the physical and mental strength and resilience to meet all the challenges of leadership with Christian joy.

“Through your spirit, heavenly Father, fill this your servant with the grace and power which you gave to your apostles, that as a true shepherd he may feed and govern your flock, and lead them in proclaiming the gospel of your salvation in the world. Make him steadfast as a guardian of the faith and sacraments, wise as a teacher and faithful in presiding at the worship of your people. Through him, with his fellow servants in Christ, increase your Church and renew its ministry, uniting its members in a holy fellowship of truth and love. Give him humility that he may use his authority to heal, not to hurt; to build up, not to destroy. Defend him from all evil, that he may, as a faithful steward, be presented blameless with all your household and, at the last, enter your eternal joy, through your Son Jesus Christ our Lord, to whom, with you and your Holy Spirit, belong glory and honour, worship and praise, now and for ever. Amen.”

From the Ordination Service of a Bishop

Appendix – Factual Description of the Diocese of Salisbury

Population and Area		Comments
Population 000's	881	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	59 single parish benefices. Largest benefice has 15 parishes. 7 have 10 or more parishes.
Parishes	458	325 parishes have a population of less than 1,200.
Churches	576	87% Grade I or II*
Church Schools	208	104 – VA, 93 VC and 2 foundation of which 11 secondary (two of which will re-open 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 (2008)	40,700	Down by 16% since 2000
Average weekly attendance (2008)	31,500	Of which 5,100 are children. AWA down by 17% since 2000.
Fairer Share Members (2009) The diocesan measure of committed church members	27,400	346 parishes have less than 60 FS members. 80 have more than 100 FS members.
Licensed ministers		
Stipendiary parochial clergy and associate priests	179	170.5 incumbent status. Associate priests formerly described as 2 nd curates. Plan to reduce by 15 by 2016 in line with National Allocation.
Non-stipendiary associate priests	68	Number has been fairly constant over the last few years.
Pioneer Ministers	3	Two clergy, one lay. Funded by separate mission fund. Applying for Bishop's Mission Order
House for Duty	8	Planned to increase to 13 in 2010

Assistant curates (IME 4 – 7)	93	Of which 56 are non-stipendiary
Ordinands in training (IME 1 - 3)	37	Of which 25 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,3 Mothers' Union
Total ordained ministers (ex training)	258	38% are female
Licensed lay ministers readers LLM(R)	110	31% are female. There are also 95 LLM(R) with PtO
Retired clergy with PtO	370	
Lay Pastoral Assistants	1103	83% are female
Paid Youth Workers	26	Paid for by parishes, not diocese.
Oversight		
Area bishops	2	Formal area scheme revoked 2009 and replaced by collegiate scheme.
Total stipendiary bishops	3	
Archdeacons	4	One Archdeacon also ½ time DDO
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 2009	£11,460,000	Budget increase has been at or less than 2% for the last three years
Share paid in 2009	£8,927,000	This equates to a collection rate of 96.3% for 2009 plus collection of share arrears of £149,519 during the year
Income other than Share in 2009	£2,721,000	
Unrestricted recurring income to PCCs in 2007	£16,997,000	83% of this is voluntary income. Weekly average giving per subscriber £7.49
Parish and individual giving to the Diocesan Sudan Link and associated projects 2009	£304,400	Includes £97,000 towards building a secondary school (Grace School) and bursaries for another secondary school (Juba)

Produced by the Vacancy in See Committee of the Diocese of Salisbury