

The Salisbury Diocesan Board of Finance

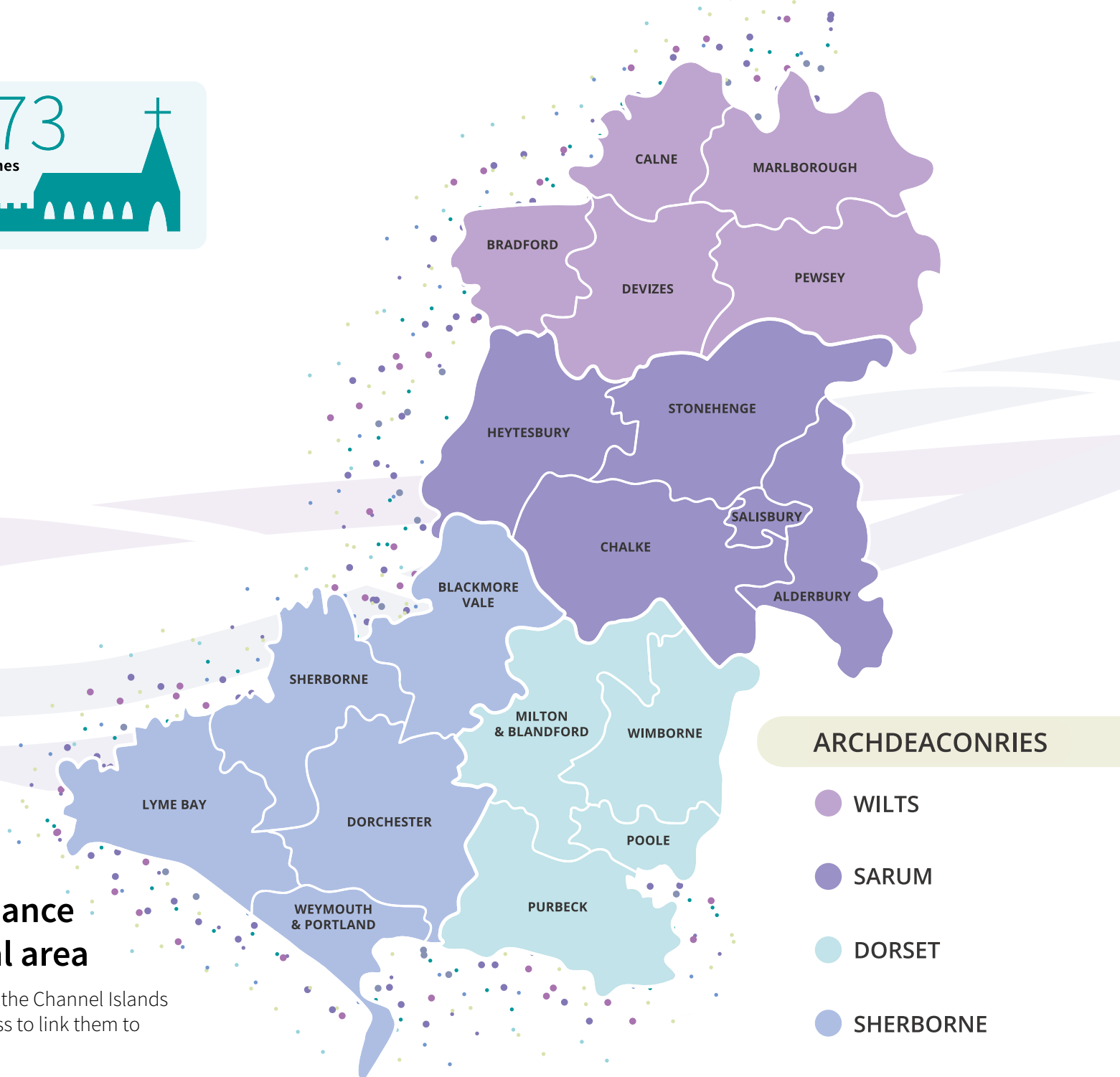
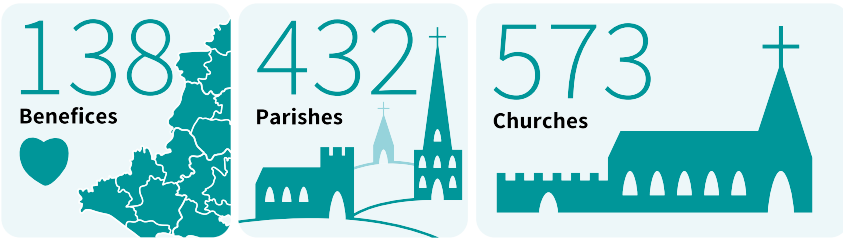
Annual Review 2021



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Front Cover: Ordinations at Salisbury Cathedral 26th June 2021



The Diocesan Board of Finance supports this geographical area

We have enjoyed building our relationship with the Channel Islands and look forward to completing the legal process to link them to the Diocese.



The Rt Revd Karen Gorham

*'He who calls you is faithful;
he will surely do it'
1 Thessalonians 5:24*

Foreword

We look back on 2021 with a great deal of thankfulness for God's faithfulness. It was another challenging year, as the pandemic continued to impact on the worshipping activities of our churches. The restrictions meant that in-person attendance has been much lower than in previous years, as were the numbers of baptisms and marriages. Churches have adjusted to offer 'at home' services - online, by phone, post, and email. It has been a joy to sing again, and we continue to discern what a 'new normal' looks like for ongoing work, worship, and witness. The dedication of all our clergy, chaplains, lay leaders, church school leaders and church officers has been immense and I give thanks for all the continued commitment to being local Christian communities.

In July we said goodbye to Bishop Nicholas and Helen, giving thanks for their ministry over the last ten years: a ministry which has brought prominence to an environmental agenda in the wider church, a commitment as sponsoring bishop to the encouragement of our ordinands and curates and to the renewal of hope as the Diocese has continued to pray, serve, and grow.

2021 challenged us financially as a Diocese and I give thanks too for the dedication of Diocesan staff and our committee members in difficult times. The Generous Giving campaign was embraced by many parishes and has provided us with an off the shelf resource on Christian giving. The campaign's legacy has been increased payments of Share at the end of the year, and the appointment of a Giving Advisor to give support to parishes going forward. My hope is that by the end of 2022 many will have embraced new technology with the installation of contactless machines.

The Rural Hope project, the commitment to the work of community hubs and the development of a lay Pioneer Course all continue to encourage our local mission and ministry. A new vocations vision and team, with the addition of a soon to be appointed Lay Ministry Development Officer, makes sure that we provide resources for training as a response to what God calls individuals into. Numbers of confirmation candidates remain steady which is another indication of the work of God's Holy Spirit across the Diocese.

The second half of the year was given to considering the needs of the Diocese in relation to a new bishop. The Vacancy in See committee, ably led by the Dean, oversaw this work, and our Crown Nomination Commission representatives worked hard reflecting the Diocese in the appointment process. We are now looking forward to the arrival of The Rt Revd Stephen Lake and seeing what God wants from us for the next stage of our Diocesan journey.

In the meantime, partnerships with Sarum College, the Cathedral, and the Diocesan Board of Education continue to flourish. We now share Licensed Lay Minister training, and HR resources with our neighbouring Diocese of Bath and Wells.

It has been a joy to serve you. There is so much to give thanks to God for as the church on the ground works with Christ, in being the salt and light in our world. This report gives us just a glimpse of it.

May God bless you all.

+ *Karen Sheborne*

The Rt Revd Karen Gorham
Bishop of Sherborne and Acting Bishop of Salisbury

We celebrated Bishop Nicholas, the 78th Bishop of Salisbury, at his last Evensong in July 2021:

'A man of the people and a champion of "the lost, the last and the least", a Bishop that our Diocese has come to know and love'



Message from our Diocesan Secretary

Throughout 2021, the Diocesan Board of Finance (DBF) has served and resourced the Diocese at a time of changing patterns of mission and ministry, much of which has been shaped by the Covid pandemic.

We seek to serve in a way that enables all to flourish in their contribution, and in close partnership with other parts of the Diocese and beyond, from the Diocesan Board of Education (DBE) and Cathedral to Sudan and South Sudan, and the Diocese of Bath and Wells with whom we share some roles.

As we reflect on a challenging year, we are grateful for all God's generosity, the leadership of Bishop Nicholas and Bishop Karen, and the excitement of anticipating Bishop Stephen's arrival later this year.

Throughout the year we have sought to improve our financial communications, transparency and accountability. We ran a Generous Giving campaign in a very challenging environment, with extensive training for clergy in speaking and preaching on giving as part of discipleship – and give thanks for the generosity of parishes who supported Share at 90% of the request.

We deployed 87% of our budget to support the direct costs of clergy and the indirect costs to parish ministry. We increased our focus on lay ministry and took steps to ensure we were gaining maximum benefit from the National Church investment in the Rural Hope programme.

We invested in new IT systems to improve our service and efficiency. There has been further restructuring of roles to ensure that the DBF can best support the changing needs of the local church. Thanks to our partnership with the DBE and funding from the All Churches Trust, we launched an exciting expansion of the Community Hub Programme.

All this as we moved to the practicalities of delivering the Net Zero commitment made by the Church of England last year, with our property team working hard to find sustainable ways to reach the target locally.

Thank you to our outgoing DBF Chair, Nigel Salisbury. Nigel has led the important process of moving into a sustainable future by encouraging an exploration of all areas of expenditure and potential income. At the same time, he has helped us all to focus on the importance of relationships and trust across the Diocese with open and transparent engagement and communications. He will be greatly missed.

As you read the following pages, we hope you will join with us in giving thanks to God for all this year has been.



David Pain
Diocesan Secretary



David Pain

What did we do?

The DBF served and resourced the Diocese at a time of changing patterns of mission and ministry, much of which has been reshaped by the pandemic

At the front line of the DBF's ministry supporting local churches are our area offices in Ramsbury and Sherborne

The Ramsbury team (Archdeacons Sue and Alan, with Bishop Andrew) spent 2021 close to the local church as it emerged from lockdown in the northern half of our Diocese. Pastoral oversight of our clergy is at the heart of our work, with much of the year spent recruiting, supporting, and meeting with church leaders, many of whom have had a testing two years.

With the re-opening of church buildings for worship and community outreach, the Diocesan Mission and Ministry Committee began to consider new resources for the usage, upkeep, and support of church buildings, which we hope to see becoming available in 2022.

Praying and worshipping – even singing! - with our parishes in person have been a great joy this last year, and we are more grateful than ever for our parishes generosity and resilience.



Building Block Church launched September 2021

The work of mission and ministry in Dorset overseen by the Sherborne Team (Archdeacons Antony and Penny with Bishop Karen) has been marked by challenge and change. The Mission Oversight Group continues to be inspired by the development of pioneer ministry, fresh expressions, and a mixed ecology of church. New patterns and models of ministry have been developed to enable collaboration and partnership, alongside the pragmatic realism of costs and context. The deaneries have contributed the reduction of the equivalent of five posts towards Diocesan savings, as well as the sale of some houses. More collaborative change is planned, taking into consideration housing growth and continued development of flexible lay ministry with the number of Lay Worship Leaders and Licensed Lay Ministers increasing.

The support, encouragement and appointment of clergy has been vital, through Ministry Development Review, safer recruitment, and the development of good pastoral relationships. The number of good applicants for posts continues to be a strength as some long serving clergy retire. The many years of service that individuals give and the large number of retired clergy with PTO offering their services are a real gift to the local church. The offices at Ash Farm, Stourpaine, are a real asset and will continue to develop as a hub for Diocesan work in Dorset.



Wild Church, with a creative response to the story of the wise men arriving with their gifts



Nina Tanner

Safeguarding

During the year the Diocesan Board of Education and Board of Finance have worked hard to provide a safe and caring environment for everyone. Protecting the vulnerable is at the heart of the Christian faith. Our continued commitment to raising awareness and embed safeguarding in everything we do is further evidenced by over 800 people attending safeguarding courses run by our safeguarding team, with a further 1,150 completing their Basic and Foundation safeguarding courses. With the support of our Parish Safeguarding Officers, the team initiated or renewed the DBS checks of over 700 people.

November saw the start of a new venture which will see the Diocese strengthening its already close working relationships with Splitz, Wiltshire's domestic abuse charity. Nina Tanner (pictured) an Independent Sexual Violence Advisor, has been commissioned for a day a week to work alongside survivors and victims who have experienced church-related abuse within our Diocese.



Pastoral Reorganisation

The four Archidiaconal Mission and Pastoral Committees (on behalf of the Bishop's Council) deal with pastoral matters in their area including noting all clergy vacancies and appointments, parish re-organisation, suspensions of presentation, boundary changes, deanery and presence mapping, clergy deployment and strategic planning through their deanery plans.

The committees met on-line via Zoom throughout 2021 and focussed on addressing issues for mission and ministry raised by the pandemic, on the Diocesan budget and clergy deployment. Each archidiaconal committee was asked to reimagine ministry that balances the needs of the local communities within the budget set by Diocesan Synod. Pastoral consultations re-commenced but with longer periods allowed for consultation and a more rigorous discussion phase to ensure parishes were well informed. Covid restricted us to completing three pastoral schemes in 2021 and early 2022, but generated a much greater interest in exploring opportunities for uniting parishes. Recognising the challenge to retaining parish officers (like PCC Secretaries, Treasurers and Churchwardens) we are recruiting a Learning and Development Officer to help us improve the training and support we offer people in these roles.

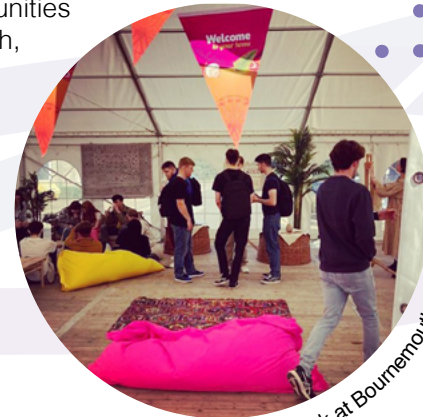
Chaplaincy

The work of chaplaincy continues to grow and flourish within the Diocese. Spanning lay, ordained, full-time, part-time, voluntary and paid, chaplains are coming alongside a wide spectrum of people within an ever increasing variety of contexts. In hospitals, care homes, the emergency services, the deaf and hard of hearing community, the military, schools, universities, the farming and agricultural community, town centres and shops, charities, businesses, the list could go on.

The Chaplaincy Day held in February 2021 further enhanced this picture with over 90 chaplains in virtual attendance.

The Hub for Part-Time, Volunteer and Lay chaplains has continued to gain momentum, with demand for increasing the frequency of gatherings throughout the year. The place of chaplaincy within Community Hubs is also providing some exciting and fruitful opportunities at the intersection of church, school and community.

Chaplaincy featuring in the November 2021 Diocesan Synod was also extremely positive, encouraging and well-received.



Pioneering

We continued our creative expressions of ministry across the Diocese through our pioneering work, with Poole Missional Communities (PMC) partnering with the Diocese to provide specific support and training to our four pioneer curates.

A partnership between PMC, Diocese of Salisbury, Church Mission Society (CMS), Diocese of Bath & Wells and Diocese of Truro has begun to deliver the CMS certificate, a year-long training course for lay pioneers. This course will be the pathway toward Commissioned Lay Pioneer ministry in the Diocese with the first cohort of nine people being from the Diocese.

The Dorset Pioneer Network had its first meeting at the end of 2020 and has grown and become established in the past year. It is an ecumenical partnership between PMC and Southern Counties Baptist Association supported by the Diocese of Salisbury and Churches Together in Dorset. We now have a mailing list of 40 pioneers across Dorset who come together roughly three times a year to learn together and support one another. The aim is to extend this by forming another hub in Wiltshire in the future.

Rural Hope

We are gradually seeing the integration of the Rural Hope project into the life of the Diocese, as we come to the end of the specific Strategic Development Fund money. Thanks to the continuing support of the four Rural Field Officers, we saw 16 Rural Hope-supported new worshipping communities emerge when lockdown lifted, with 175 people celebrating their faith together.

In July, nine Initial Ministerial Education (IME6) curates participated in short rural placements that gave them an opportunity to experience the joys and challenges of rural ministry. A highlight of the placement is the Rural Experience Day which in 2021 enabled curates to spend the morning with the Beaminster team (who minister to a multi-parish benefice of 15 churches) and the afternoon with the Pilsdon Community which provides a rural haven for those living fragile lives.

Twelve new students joined the Rural Training Pathway at Sarum College in September, making a total of 46 students for lay and ordained ministry who have participated or are currently participating in the course. Student feedback continues to be highly positive.

This course remains unique in the UK in offering training specifically for rural ministry.



Celebrating Plough Sunday



LLM Admission Service 18th September 2021

Vocations

Our increased support for those exploring their vocations to either lay or ordained ministry reflects our desire to enable everyone to respond to God's call on their lives. The Ministry Formation Team, under the leadership of Rev Nigel Done, has developed a team of around 20 vocation mentors (VMs) and seven vocation advisors (VAs).

VAs work with people actively seeking to explore their calling within the Diocesan discernment process, whilst VMs offer a space for initial enquirers to have early conversations outside the formal process, signpost to resources, and encourage, nurture and promote vocational conversations within the local context.

In 2021, nine candidates attended the LLM discernment day, with a further 11 exploring their call to ordained ministry. Other vocations explored during the year included lay pastoral assistants and lay worship leaders.

Climate 2021

The COP26 meeting in Glasgow was an opportunity for young and old across our Diocese to express their concern for the environment, one of the many legacies from Bishop Nicholas' leadership. David Pain, Diocesan Secretary, is on the National Church working group on Net Zero, and we continue to proactively seek practical ways to implement Net Zero within the Diocese. There is a lot of work to do, locally and nationally, but the Diocese of Salisbury has been proactive and disinvested in fossil fuels.

The DBF property team has already updated clergy houses and properties it owns, with double-glazing, roof insulation and cavity insulation where appropriate, and as church buildings open up again the Diocesan Mission and Ministry Committee is considering their usage, upkeep and support.



Hilary Bond at COP26

The DBF is committed to work in partnership with groups within and beyond the Diocese. Here is a summary of highlights from our partnership working throughout 2021

Journeying with Sudan and South Sudan

The DBF supports the Sudan Committee by administering all their finances and payment of grants, in order to promote the Sudan link.

The Salisbury-Sudans partnership is 50 years old. It is a challenging journey, with conflict and famine in both countries, and alas, because of Covid, significant reductions in what we could offer financially. Much of our income comes from collections at episcopal events – when our three bishops would officiate.

We continue to prioritise theological education, and healthcare. We have sustained important work in both Sudans, supporting development initiatives and church schools and we are grateful for our longstanding, fruitful partnership with Christian Aid.

The church has a crucial role in finding solutions to ethnic violence particularly in the decade after Sudan and South Sudan separated. We enjoy good relationships with the two Primates and after only being able to meet virtually, when intermittent internet connections allowed, we are looking forward to the Lambeth Conference in Canterbury, when we hope to meet the 70 bishops from Sudan and South Sudan.



The Cathedral

Whilst Covid prevented us gathering frequently as a whole Diocese, our close partnership with the Cathedral continues through the Bishop's Staff and the College of Canons. The Diocese appreciates the way the Cathedral hold us in prayer regularly and offers hospitality and welcome for special occasions, particularly regular confirmation services.

The DBF supported and resourced the Vacancy in See process, working with the committee elected by Diocesan Synod and those elected to the Crown Nominations Commission. We were delighted to welcome Dean Stephen Lake, and to finish the announcement day of his appointment as our Bishop with Evensong shared together.

The Diocesan Board of Education (DBE)

The close partnership between the DBF and its sister organisation, the DBE, has continued throughout the year, and the DBF made a grant to support their work with children and young people. The DBE has worked to support school and parish leaders in their complex roles in many ways, and the strong partnership is especially seen through the five market town community hubs as we listen to the voice of children and young people about what matters to them.

Pictured here we see young people at St Mary's Church of England school, Bridport, walking together, experiencing nature and having the chance to talk about big issues. They follow a route card with reflective activities and questions and take this home to encourage them to have a go with their families – opening opportunity for reflection.

The DBE is taking a lead role in the innovative national Rural Teaching Partnership project which has brought ten gifted teachers to our Diocese, committed to working in rural schools where it is often hard to recruit; each are skilled teachers vitally wanting to begin their careers in church schools, at the centre of village and parish life.

The DBE also gained government funding to support Aided schools in their journey towards Net Zero by 2030 – for example the installation of a school's ground source heat pump at St Gregory's Church of England Primary School, Marnhull.



Young people walking and taking in Bridport



Sarum College

Sarum College

The partnership between the DBF and Sarum College continued to deepen during 2021. Sarum College partners with the DBF in delivering the initial training of both Licensed Lay Ministry and ordinands training for ordained ministry.

As part of the Rural Hope Funded Programme, Sarum College delivers a Rural Ministry Pathway, offering a foundation of ministry training to prepare and equip leaders, lay and ordained for mission and ministry within a rural context. Throughout the course of the year Sarum College supported the delivery of Continuing Ministerial Education.

Vicarage at St Paul's Sherborne



Finance and property - within the DBF, we also resource the local church

Clergy Property Team

Our clergy property team worked hard to increase efficiency and maximise the market conditions this year, selling five surplus houses at a profit of £487k, and maintaining 219 clergy houses – with total repair costs of £1.07m. They increased the efficiency of ongoing works to rental properties, and transferred the rental of houses to one agency, improving service and increasing rental income.

We continued our proactive programme of identifying glebe plots of land with development potential and sold three plots at a good profit during the year.

We also approved the adoption of total return at the end of the year to give more options in using endowed funds for allowable purposes.

Financial Communications

We improved the transparency of financial communication with the issue of Share and Budget Guides and launched a monthly Financial Times that goes to all parish treasurers.

We also introduced Data Developments as a system for treasurers to use - currently funded by the DBF – which so far over 110 parishes have joined.



A Guide to Fairer Share

THE CHURCH
OF ENGLAND
DIOCESE OF SALISBURY

Our printable resource guide to Fairer Share September 2021

Part of money
each year to
issues is
visits, using
to recognise
churches to be

Belonging
to a wider
Church



Our CofE Diocesan Generous Giving Campaign

Fundraising

Our new Generous Giving campaign culminated in a series of events in September 2021 seeking to equip the local church to talk about giving with the aim of increasing income.

We were delighted to announce the appointment of Anna Hardy as Giving Adviser in December 2021. This post is funded by the National Church. Anna has made an excellent start helping parishes set up mechanisms to increase giving and looking at what else can be done to increase parish income.



The year in numbers

1

New Lay Ministry Development Officer

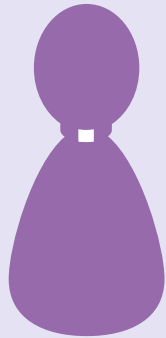
LMDO starting 2022



14

New Ordained Priests

June 2021



9

New Ordained Deacons

June 2021



OVER 180

Elected places

across General, Diocesan Synods and Bishop's Council Summer 2021



6

New Licensed Lay Ministers

Sept 2021
LLM



617

Recommissioned Lay Pastoral Assistants

LPA



330

Recommissioned Lay Worship Leaders

LWL

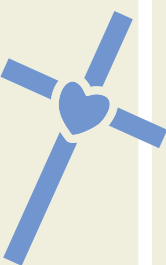
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New Bishop

Starting 2022

223

Confirmations
during 2021



APPROX 50%

of our churches with capacity to live stream*
Baptisms, Weddings, Funerals etc.

194

Church Schools



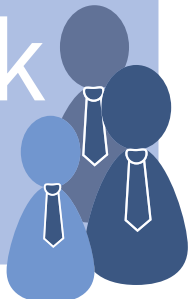
20

Multi-Academy Trusts
MAT



42k

Children in education



158

Faculty applications reviewed

by our Church Buildings team
70% of which progressed



16

New worshipping communities

Supported by Rural Hope, Thrive Programme
- mission enabling and fresh expressions,
helping rural churches grow

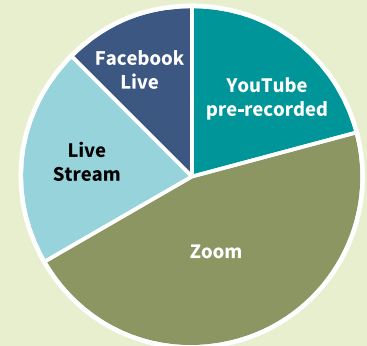
Building Blocks Church launched Sept 2021



4

Platforms we used to move our worship online*

and continue to use



1000

Participants supported through 120 safeguarding and continuing ministerial development courses



175

New people engaged in regular worship

Rural Hope
July 2021



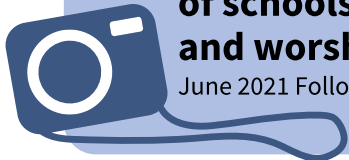
including...

- Building Blocks Church
- Forest Church • Farm Church
- Wild Church • Muddy Church
- Messy Church • Gin Church
- Breakfast Church • Home Groups
- Toddler Groups • Evening Church
- Church Without Walls
- and more...

1

Diocesan Instagram Account turned 1 in June, celebrating the work of schools, spirituality and worship

June 2021 Follow: @sdbeworship



Lack of volunteers

75%

Lack of equipment

74%

Time constraints

54%

The main barriers to online mission for our churches*

For worship and/or activities, groups, events

*Results from survey sent to Church leaders across our Diocesan during December 2021, total 59 respondents



Nigel Salisbury

Message from our Chair

It is in a spirit of intense gratitude, thanksgiving and optimism that I write this brief introduction to the 2021 review.

This stems from the fact that whilst the deficit at £1.5m is still uncomfortably and unacceptably high, it is significantly lower than what we had anticipated in the budget set in the autumn of 2020.

This in turn reflects the exceptionally strong support we continue to receive from parishes through their payment of Share during this second year of financial and other challenges due to the pandemic.

For this we are extremely grateful and I'd like to thank all our parishes for their continued financial support, as well as our clergy, volunteers, supporters and staff under the able leadership of David Pain.

Their combined and tireless efforts have contributed to an outturn offering renewed hope of better times ahead.

In 2021 we said farewell to Bishop Nicholas with thanks for his devoted service to the Diocese over 10 years. During the last 6 months we have been led with wisdom and skill by Bishop Karen.

As we stand on the threshold of a new era with our next bishop, The Rt Revd Stephen Lake, I in turn prepare to hand over chair of the DBF in hopeful confidence for the future, in spite of the many challenges that remain.

This I do offering prayers and thanks to God, as Bishop Nicholas would often say, for God's small miracle which is the Diocese of Salisbury.

Nigel Salisbury,
Chair of Diocesan Board of Finance

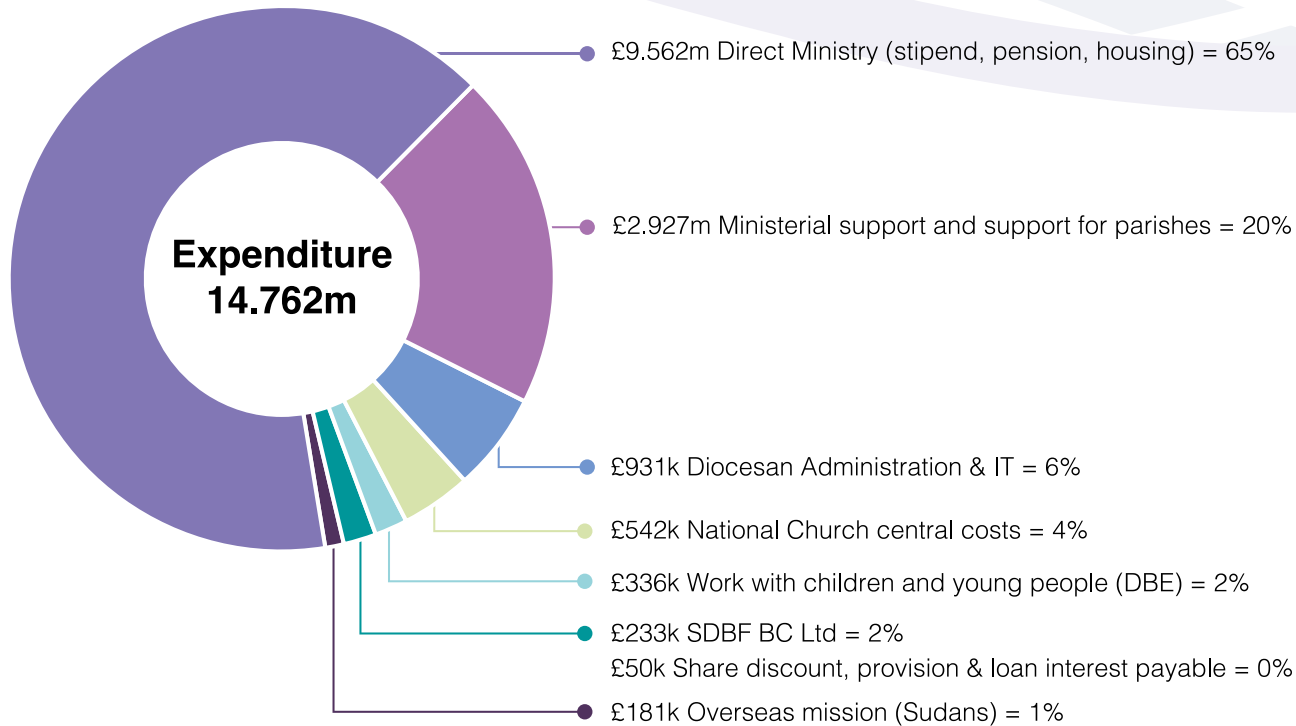
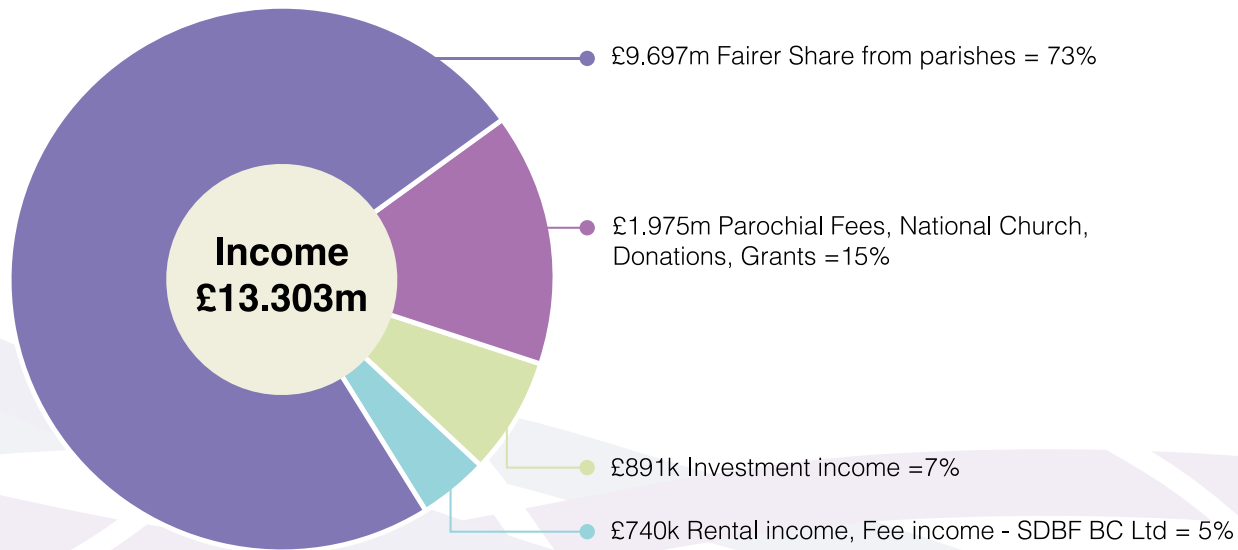
Financial summary

Results for year ended 31 December 2021

Operating deficit

- -£1.459m for the year; while a substantial deficit, is better than budget and marginally better than the 2020 outcome.
- Parish Share is the major source of income, and we are so grateful to the parishes for their contributions enabling us to report a 90% receipt for the year.
- Parish Share is supplemented by
 - Parochial fees, donations and grants.
 - Investment income.
 - Rental income and income from our property trading company SDBF BC Ltd.

Income and expenditure year ended 31 December 2021 Operating deficit -£1.459m



How the expenditure comes back to parishes

£1

How 87 pence in every pound of total expenditure comes back to parishes:

- 65p Direct Ministry:**
clergy stipends, pension, housing
- 20p Ministerial and parish support:**
ongoing ministerial training, training of ordinands, vocations, lay training, safeguarding, church buildings (DAC), social justice, pastoral and patronage, governance, fundraising, communications
- 2p Work with children and young people**
our grant to the Diocesan Board of Education to support their work

Where 13 pence in every pound goes to:

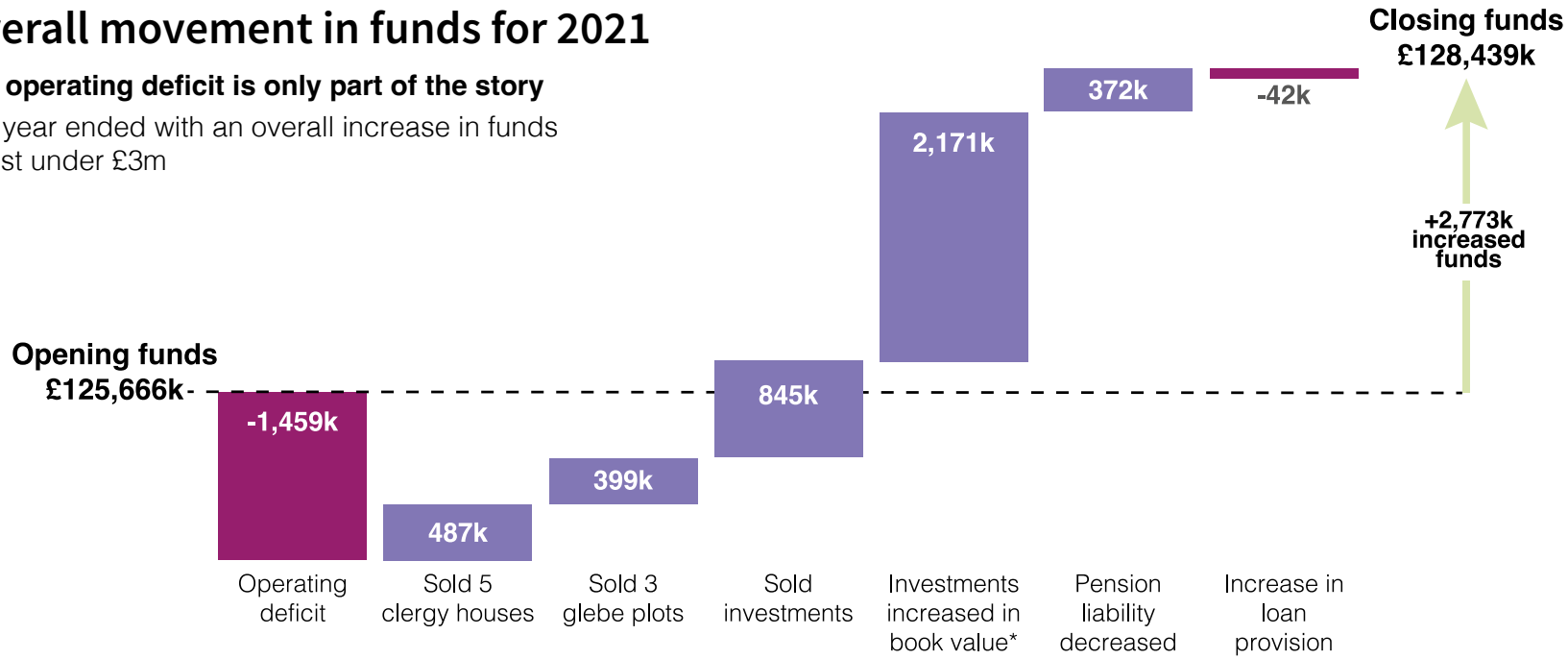
- 6p Diocesan Administration costs:**
Finance, IT, HR, legal, audit, insurance, depreciation
- 4p National Church central costs:**
including support to churches in poorer parts of the country and clergy retirement housing
- 2p SDBF BC Ltd expenditure, Share discount & provision and interest payable**
- 1p Mission overseas:**
a partnership with the Sudans to improve education and health care



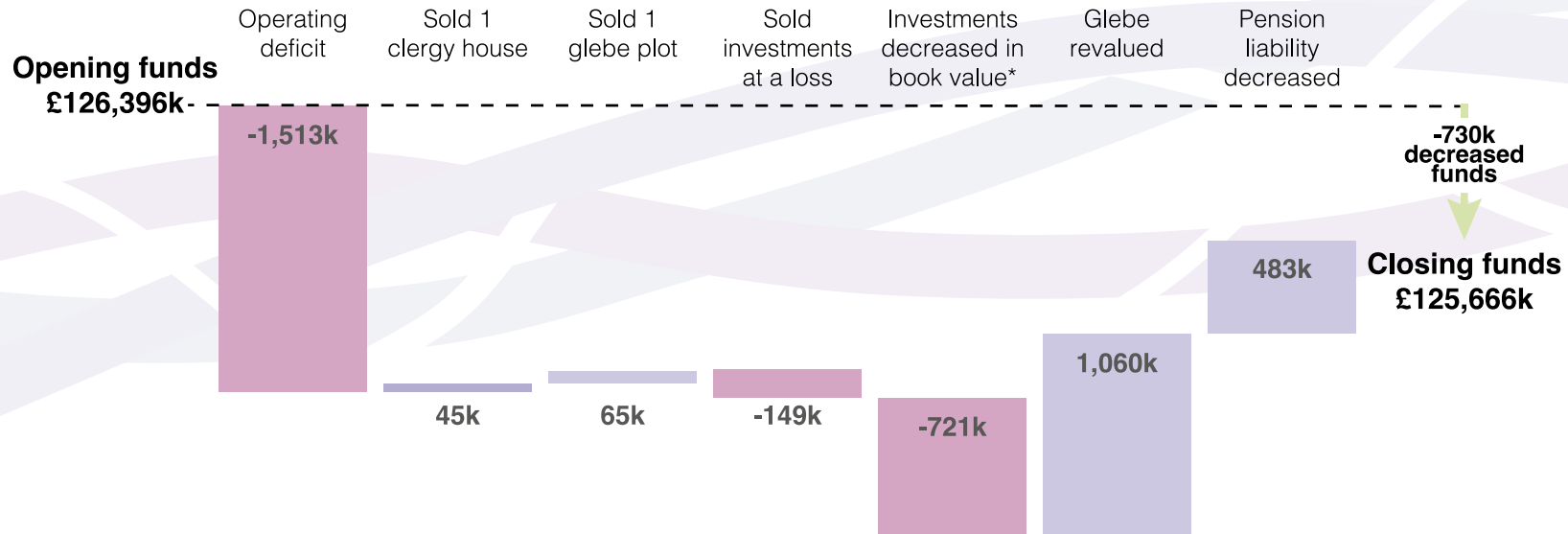
Overall movement in funds for 2021

The operating deficit is only part of the story

The year ended with an overall increase in funds of just under £3m



Prior year movements 2020



*movement cannot be relied on

The increase in funds for the year can mask the fact that we are **operating at a substantial deficit** and indeed a substantial part of that increase is in the value of investments at the year-end – some of which has already been lost in 2022.

During 2021 we have had to transfer £1.5m from the Pastoral & Development Fund to the General Fund to bolster cash reserves. This is an allowable use of funds, but given that the Pastoral & Development Fund is only valued at £5m at the end of 2021, this sort of transfer is not sustainable in the long run. This once again points to the need to **eliminate the operating deficit** by the end of 2025, and we are in the process of planning the 2023 budget and the three year plan 2023-2025 to achieve this.

Welcome news from the Clergy Pensions Board drops the clergy pension contribution from 39.9% of national minimum stipend to 36% in April 2022 and to 28% in January 2023 which will certainly help to balance the books.

Our costs are largely fixed unless we drop some of the services we offer to parishes, and our dependency on parish's ability and indeed willingness to pay share highlights the fragility of our financial situation.



Balance sheet

	31.12.2021		31.12.2020		Variance
	£,000	%	£,000	%	£,000
Tangible assets predominantly clergy houses	91,952	72	93,555	74	(1,603)
Investments	34,015	26	31,179	25	2,836
Current assets excluding cash	993	1	1,227	1	(234)
Cash at bank and in hand	4,805	4	3,704	3	1,101
Creditors: amounts falling due within one year	(887)	-1	(730)	-1	(157)
Creditors: amounts falling due after one year	(2,439)	-2	(3,269)	-2	830
Net funds	£128,439	100%	£125,666	100%	£2,773

Represented by

General Fund	4,003	3	3,163	3	840
Designated Funds	18,974	15	495	-	18,479
Restricted Funds	7,713	6	27,137	22	(19,424)
Endowment Funds	97,749	76	94,871	75	2,878
Total funds	£128,439	100%	£125,666	100%	£2,773



Salisbury Cathedral

- Despite a strong balance sheet of £128m, £92m (2020: £94m) is tied up with clergy property.
- Investments comprise £22m of portfolio investments and £12m of glebe lands.
- Cash increased overall despite the deficit because of money raised from the sale of five houses and three plots of land. The strategy was to create a good cash buffer to ensure sufficient funds to repay bank loan.
- General funds have increased in the year despite the deficit by virtue of a transfer from the Diocesan pastoral fund (an allowed transfer to increase cash otherwise overdrawn in the general fund).
- A new designated fund has been created holding curates' houses and other property that used to reside in the Diocesan pastoral fund. This gives us more options as to what to do with proceeds from sales of surplus curates' houses.

Where are we going from here?

- The intention is still to eliminate the operating deficit by 2025, but Bishop's Council is considering broader options than just cost-cutting.
- The use of Total Return has been approved in 2021 – this will create funds for Net Zero and missional activity.
- A new Share system will be introduced in 2024 – a collaborative exercise with parishes.
- Sale of Church House is being actively considered.

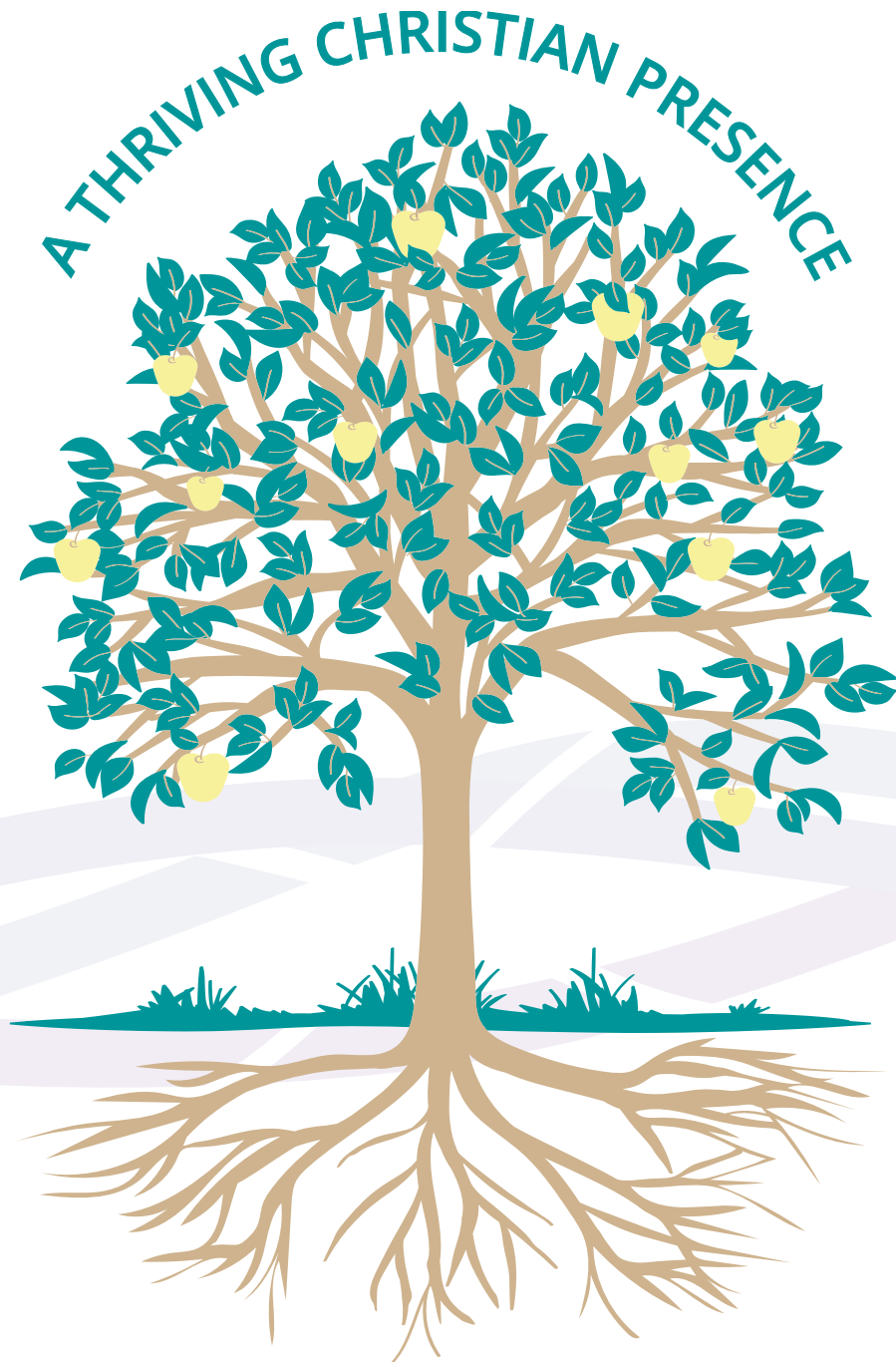
Looking forward

A confident church emerging from Covid

We have celebrated the curious, the pioneering, and the creative approaches to ministry in the previous pages and are grateful for the hard work and inspiration of all our people. We are sustained by the ongoing day in day out prayer, worship and service that goes on across the Diocese. As we look forward, we are excited about the potential for God, through the work of the Holy Spirit, to enable us to be a confident church coming out of the Covid pandemic.

'With the appointment of Stephen Lake as our Bishop, we are encouraged that the Diocese will be moving into a new era with a fresh vision and strategy, responding to the opportunities of a fast-changing context. The DBF will both support the development of this Diocesan wide vision and strategy and ensure that resources enable us to create a sustainable future in partnership with others.'

David Pain, Diocesan Secretary



Welcoming our new Bishop



'May the favour of the Lord our God rest on us; establish the work of our hands for us— yes, establish the work of our hands'

Psalm 90:17

'It is such a privilege and a joy to be called back to the Diocese of Salisbury as Bishop. To be able to serve in the places that formed me will be something rare and special...I hope to lead a confident Diocese as we move out of the pandemic together'

The Rt Revd Stephen Lake



The Rt Revd Stephen Lake

We have been through a Vacancy in See process and are looking forward to working with our new Bishop, The Rt Revd Stephen Lake. When his arrival was announced he commented on the characteristics we were looking for in a new Bishop, and his invitation is for us all to be Caring, Courageous, Holy, Transforming, Unifying, Visionary and Visible.



Links to statutory info

Trustees' Report and Consolidated Financial Statements for the Year ended 31 December 2021:

- [Risk management - page 32](#)
- [Governance and trustees - page 35](#)
- [Trustees' responsibilities - page 36](#)
- [Reference and Administrative details - page 37](#)
- [Meetings of Principal Committees - page 38](#)
- [Audit report for 2021 - page 43](#)
- [Whole annual report and consolidated financial statements](#)

*Members of the Bishop's Staff, including
the Deans of Jersey and Guernsey*





 THE CHURCH
OF ENGLAND

DIOCESE OF SALISBURY

The Salisbury Diocesan Board of Finance
Registered Charity No:240833 Companies House Registration:17442