



**Diocese  
of Salisbury**  
Making  
Jesus Known



**Annual Review  
2023**



**“The Spirit of the Lord is on me, because he has anointed me to proclaim good news to the poor. He has sent me to proclaim freedom for the prisoners and recovery of sight for the blind, to set the oppressed free, to proclaim the year of the Lord’s favour.”**

LUKE 4: 18 – 19

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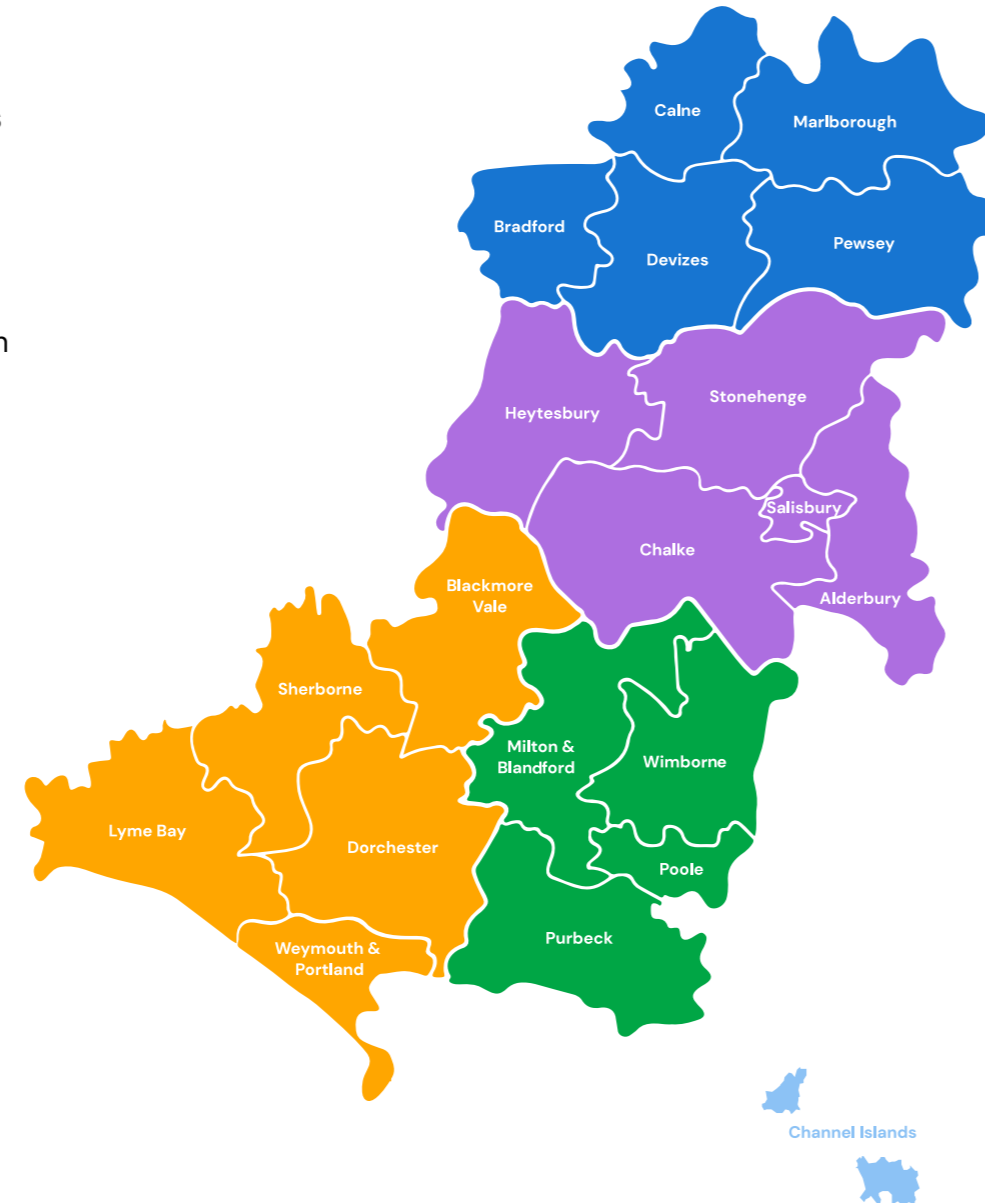
**Income and Expenditure**

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# The Diocese of Salisbury

From the North Wessex Downs to the Channel Islands, the Diocese of Salisbury is a Christian community of people in churches, schools and chaplaincies serving one million people, stretching over 2000 square miles.

We're one of the most geographically diverse Anglican dioceses, covering a wide range of landscapes, from rural villages to the diversity of Poole and North Bournemouth. For more than 1,300 years we have been a regional presence of the Church of England, with a history of serving our communities through prayer and practical action. We are committed to encouraging people to explore their faith in Jesus Christ and discover how God's love can transform lives.



## Introduction

As a diocese, we have been looking more and more at a key text from the Gospels to guide us as together, we seek to Make Jesus Known.

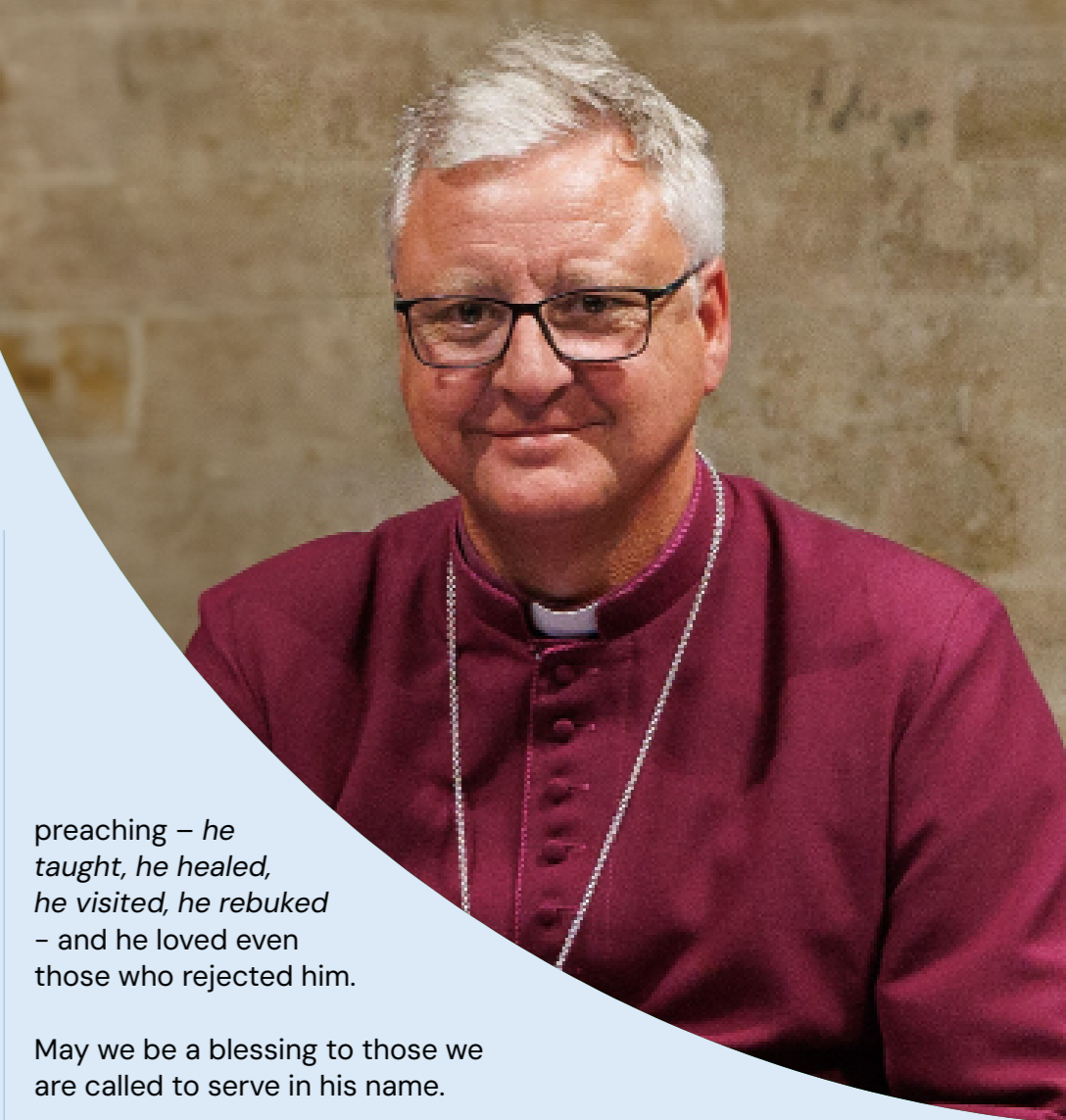
In Luke chapter 4, Jesus returns from his temptations to his hometown of Nazareth. There he goes to the synagogue, the place of local worship, and reads from the prophecy of Isaiah. This is his Nazarene Manifesto, his summary of his mission and forthcoming ministry. Please do look at Luke 4.16-21 but also the whole of the chapter for context.

Initially, the response was positive towards Jesus. But as his priorities and message became clear, as it gradually dawned upon his listeners – *'good news to the poor, release to captives'* – the mood quickly changed. They didn't like what they heard, and the change that would be required for them if they were to follow him. It turned nasty rapidly! We see so much of this in our world today. We know what to do, but

internal divisions, power struggles, conflicts and lack of trust seem to be the order of our day. In 2024, manifestos will be proclaimed, but none of them will offer costly healing or reconciliation.

Right across the diocese and in the Channel Islands, Christians are seeking to follow where Jesus is already making himself known. We have many challenges, around sustainable finances, around our age profile and around making a difference. As I travel around, I am amazed at the sacrifices so many of you make and the reaching out to others, especially those in need or just different from ourselves. Thank you to all whose ministry, lay and ordained, is represented in this annual review.

I believe that God is faithful and that we have a specific calling to these times. It will require church to be different, and it will require church to be where people are. In that chapter of Luke, Jesus goes on from Nazareth to embody his



preaching – *he taught, he healed, he visited, he rebuked* – and he loved even those who rejected him.

May we be a blessing to those we are called to serve in his name.

The Rt Revd Stephen Lake  
Bishop of Salisbury

## What is our Vision?

### Making Jesus Known – the vision for the next decade.

Our diocesan vision to be making Jesus Christ Known in every place, so that all may flourish and grow, seeking his Kingdom here and now.

The vision is rooted in the passage of the Bible known as the Nazarene manifesto.

To make the Lord known we need to know him more ourselves – and encourage others to know more fully the life of his coming kingdom. To know Jesus is to follow him and through listening to people across the diocese over the last 18 months, five paths have been identified to follow to transform our life together.



Find out more about the vision and the areas of work here: [salisbury.anglican.org/making-jesus-known/](https://salisbury.anglican.org/making-jesus-known/)

## How are we achieving the Vision?

### Making Jesus Known is an invitation and call to action for everyone across the diocese.

Implementing a shared vision and strategy recognises that God is already at work in our lives and communities, in our places and our time. With prayerful intent it is an opportunity to step into new ways of doing things and partnerships with others.

Each of the five strategy priority areas give a particular flavour to mission in these times. They recognise that we are not alone in our calling, which is shared with others in schools, churches and community groups. They recognise that we live in a particular time and place with local and global challenges. Being disciples of Jesus today, we are invited to be and do things guided by the central 'Nazareth manifesto' of Luke 4. We will be responding to the climate crisis and addressing the deep inequalities of our times.

While there will be diverse opportunities across the diocese for **Making Jesus Known**, there are also things we can best do together. Towards this, the Diocesan Board of Finance is stepping into a more planful and accountable way of working guided by the Bishop's Council.

The vision and strategy is for ten years and 2023 involved taking some early enabling steps including engaging creatively in the partnership between church, school and community and Synod agreeing our headline net zero carbon plan. In 2024 we will be launching our new Share scheme as we step more fully towards financial sustainability.

**"A time of huge turmoil and uncertainty requires courageous Christian leadership."**

**David Pain**  
Diocesan Secretary

In implementing our vision and strategy we are invited to hold together a rigorous honesty about the challenges we face and draw upon the wellspring of faith, hope and love in and through Jesus, Christ.



# The Archbishop's Mission

The Archbishop of Canterbury's mission weekend was a fruitful and blessed time for Christians across the diocese.

Taking place from 9-11 June, Archbishop Justin and the Salisbury team covered nine locations (and events) in three days meeting more than 2000 people. The weekend was a great encouragement, allowing encounter and discussion with children and young people, congregations, prisoners and the wider community, all of which led to a growth in confidence for stepping out in faith and **Making Jesus Known**, inspired by the Archbishop.



- Locations**
- MOD Lyneham
  - Archbishop Wake CE Primary School
  - Church of the Good Shepherd, Rossmore

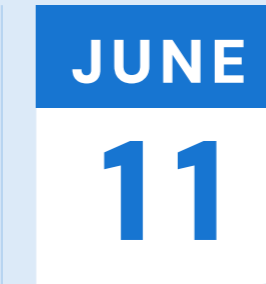
With approximately 40% of military being based in the diocese it was a fitting start to the weekend to visit MOD Lyneham Military base. The Archbishop met with trainees, soldiers and chaplains taking part in a Q and A, including answering questions about Archbishop Justin's trip to Ukraine and the maintaining of faith at life's lowest points. He then went on to Archbishop Wake CE primary school in Blandford Forum. Daniel Carter, headteacher said students who often struggle to feel that they belong were left with an overwhelming sense of positivity.

The Archbishop joined in an act of worship and chatted to parents who arrived to pick up their children at the end of the school day. Later, Archbishop Justin spent time with members of the Gypsy, Roma and Traveller community and Revd Jonathan Herbert (Chaplain to the community) said they were moved by the Archbishop's presence and openness.



- Locations**
- Portland
  - Resound, SML Poole
  - St John's and Hope House, Weymouth

Local leaders and the Christian community from Weymouth and Portland were invited to spend time with the Archbishop in discussions over breakfast. He then embarked on a walk along Weymouth seafront, led by Bishop Karen, where he stopped and prayed for many who wanted to speak with him. He spent time with members of the youth group at Hope House in Weymouth and joined in an outdoor service before meeting over 300 youth celebrating and worshipping together in St Mary's, Longfleet at the 'Resound' event. This was Resound's largest event so far. A real emphasis was given on the love of God, the acknowledgement of struggles teens often experience and the real questions 11-18 year olds want to ask.



- Locations**
- HMP Erlestoke
  - St Michael's Primary School
  - Salisbury Cathedral

The morning began in HMP Erlestoke, with prisoners and volunteers in the Chapel. Jacqui Clark, Prison Chaplain at the time explained "The men were so overwhelmed by the visit and by all those that attended... they were surprised how approachable the Archbishop and Bishop were". It was incredible and humbling to hear the men's stories of coming to faith.

At St Michael's Primary School, Larkhill Archbishop Justin joined the 'Star Club' as part of the diocesan Community Hub work. The connection between the church and school was beautifully demonstrated here, it was great to see so many families involved and connecting with each other, as well as the children's beautifully made Mitres!

The weekend concluded with a celebratory outdoor service and signing of the Armed Forces Covenant (pledges to current and ex-military) in the Cathedral close and Cathedral. The service ended with a commissioning of our vision of **Making Jesus Known** by Archbishop Justin.



# Supporting Parishes

The area offices and Parish Support team are the main point of contact for parishes across the diocese.

We help people to book training courses, complete forms, find contact details or information, help with Church Representation Rules and other parish governance enquiries, and we listen to your feedback.

The team also supports DBF staff with matters of HR, IT, health & safety and office management.

The area offices are responsible for; Bishop and Archdeacons administration, clergy and lay vacancies, Permission to Officiate requests and visitations.

During 2023 the team coordinated the diocesan office relocation after 142 years from Church House in Salisbury, to Emmaus House in Wilton. This included many skips, hundreds of confidential waste bags and distributing furniture, stationary and other goods to charities, schools and our parishes. The new shared location will enable cost savings for the DBF in future years.



Each week, we receive and administer over

**250** calls  
**200** emails

from parishes and the general public, providing assistance and support

We arranged and provided administrative support for

**58** CMD courses

attended by 678 clergy and lay people and 61 safeguarding courses attended by 602 clergy, parish safeguarding officers, lay ministry and PtO's

Provided advice and support to parishes about their responsibilities around Annual Parochial Council Meetings

Provided advice and resources to help parishes with elections for more than

**1,300** lay deanery representatives

Our HR team support clergy and parishes with HR enquiries and offer simple guidance to navigate employee legislation

Supported

**463** parishes

to submit Mission Stats

**359** parishes

to submit Finance Statistics Returns

Organised and provided administrative support for Diocesan Synod, Bishop's Council and other key governing bodies, as well as for Clergy and Archdeaconry Days

Annually the team liaise with PCC secretaries to review and update the details of over

**3,000** key parish roles

as part of the 'Parochial Information Form' process

We assisted clergy and parishes exploring options and possibilities

In 2023 we supported schemes to dissolve the benefice of Chickerell with Fleet, moving Chickerell into the parish of Radipole and Melcombe Regis and the parish of Fleet to the benefice of Weymouth St Paul; created the Blackmore Vale Pilgrim Group ministry

for the benefices of Hazelbury Bryan and the Hillside Parishes, Okeford, Spire Hill, Sturminster Newton, Hinton St Mary and Lydlinch and Marnhull; united the parishes of Atworth with Shaw and Whitley; terminated the Portland Team Ministry and renamed as the benefice

of Portland; transferred the parish of Maiden Bradley to the benefice of Upper Stour; united the parishes in the benefice of Upper Kennet and benefice of Bride Valley with the benefice of Abbotsbury, Portesham and Langton Herring.



## Work of the Church Buildings Team

The DAC has seen another busy year of assisting parishes in the care for their church buildings.

The number of faculty applications seen by the DAC at their monthly meetings totalled 83. This was down compared to last year which saw 119. This was offset by an increase in completed list B applications which rose by 19 to a total of 158 compared to last year. This difference is likely attributed to a change in the faculty rules which has permitted more work to be undertaken without faculty.

It is not just applications that the DAC and Church Buildings Team have been busy with. The DAC attended a total of 38 site visits throughout the year and offered their advice to the chancellor a total of 22 times on various subjects related to churches. There have been several training events run by the DAC and CBT ranging from churchyards to building conservation. These are always well received and attended and will continue into 2024. On top of that the DAC revived the DAC awards. This saw the DAC narrow down all the applications received since 2019 to pick out a winner and runner up in 3 categories, Conservation, Environment, and Innovation. The awards were handed out at an event in Salisbury by the Bishop of Ramsbury, Andrew Rumsey.

2023 also saw the return of the Architects Day held at the impressive St Mary and St Nicholas church in Wilton. This was a great opportunity for the DAC and approved inspectors to collaborate and explore ways in which we can improve the assistance to parishes. Subjects covered the churchyard regulations, contested heritage, and net zero.

The year finished off with appointing two new members of staff. Emily Carter is permanently joining the team as the Building Conservation and Sustainability Officer. Toni Bush is joining the team for the next two years as the Community Enabler Officer as part of a funded post through the central Buildings for Mission initiative.



## Growing Faith

We aspire for every aspect of our work to be viewed through the lens children, young people, their families and communities.

The most effective place to engage with this is in overlap between church, school, home and community. **Making Jesus Known** in this shared space through the opportunity for spiritual encounter, connected communities and imaginative practice as part of the Growing Faith adventure.

Actively listening and enabling young people's voice and leadership is pivotal to the impact of Growing Faith. Alongside the continual enabling of local consultation, working with young people to lead on local community needs, there has been increased engagement with young people's voice on key issues across the diocese. This has included conversations to influence

safeguarding practice, and conversations around family engagement.

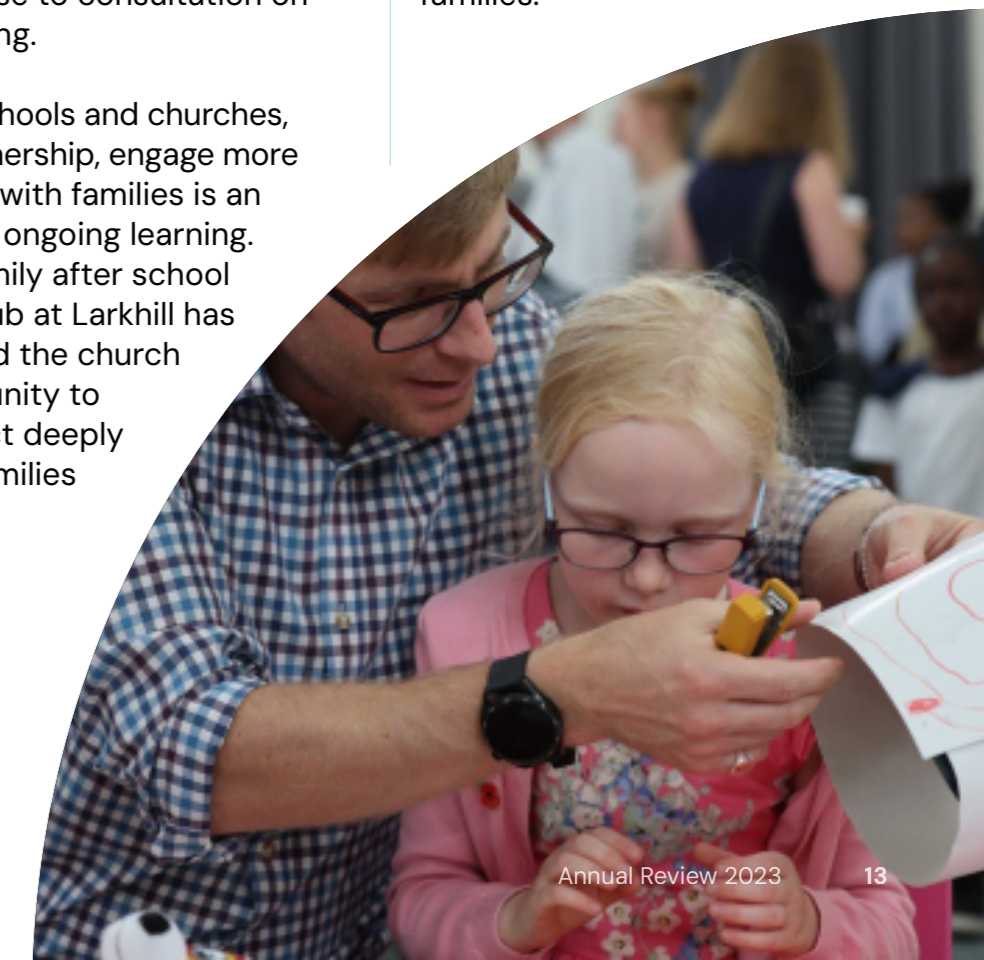
Mental health and wellbeing, with a focus on taking time to reflect and draw on Christian spirituality, has been another area of impact in the last year. Walk and Talk mentoring has been successfully launched in the Wimborne area with St Nicholas church and Lockyers school. A focus of this has been to support the church team to enable the pupils to take time to reflect and draw on Christian spirituality in ways that are inclusive and invitational.

The impact of church and school and community leadership working together is seen in the creation of the Youth Council in Sherborne. This group representing children from all state and independent sector schools, church and community schools is working with the

local council to address the issues young people have identified, for example around climate action. Pupils in Sherborne have also benefitted from the leadership of young people from Shaftesbury who have trained a new team of peer mentors, as part of the response to consultation on wellbeing.

How schools and churches, in partnership, engage more deeply with families is an area of ongoing learning. The family after school Star club at Larkhill has enabled the church community to connect deeply with families there.

Building relationships and supporting the connection into the home through sharing food together and exploring themes related to the school's Collective Worship. Even the Archbishop of Canterbury came to engage in Star club activities and meet with families.



# Safeguarding

## Culture, Leadership and Capacity

In January 2024 the safeguarding team took part in an external safeguarding audit of the Diocesan Board of Finance and Salisbury Cathedral. The audit report commented *“senior leaders demonstrated a willingness to open themselves to direct challenge and no questions were off limits”*.

*“From the leadership teams to the volunteers, there was an absence of hubris, no defensiveness and a desire to learn.”* Safeguarding is regularly on the agenda of senior leadership meetings and Bishop Stephen was assessed by the auditors as a *“relentless advocate of safeguarding and his commitment is demonstrated by deeds not just words”*.

Salisbury Diocese is a Pathfinder Diocese in a national project which has seen the safeguarding team benefitting from supervision and scrutiny from a Regional Safeguarding Lead from the National Safeguarding Team.

## Prevention

2023 saw the launch of the Safeguarding Dashboards, an online tool for parishes which clarifies their safeguarding responsibilities and provides links to relevant resources. The introduction of this tool has seen improvement in safeguarding practices across many parishes in areas such as safer recruitment. It is a focus of 2024 to provide a greater level of support for parishes as they adopt and continue to use their Dashboards.

## Managing Risk

The safeguarding team continue to use the National Casework Management System ‘My Concern’ and are seeking to refine and standardise how concerns and cases are recorded. This will allow greater analysis of trends and therefore a more effective response to needs and allocation of resources.

## Survivors and victims

Quotes from victims and survivors who have worked with the diocesan Safeguarding Advisors and our Independent Sexual Violence Advisor.

**‘I have found my contact with [the DSA] and [the ISVA] of the highest quality and I am very grateful for this.’**

**‘Thank you for the notes of the Core Group. I do appreciate your thoughtfulness and sensitivity towards me.’**

**‘I have been encouraged by our conversations... Bless you for all your hard work to safeguarding people... within the Church of England.’**

**‘I am always so grateful for your communications – and just for knowing that you’re there!’**

**‘You are so wonderfully easy to speak to and a very empathetic listener.’**

## Learning, support and supervision

Some quotes from participants taking part in the leadership course:



**‘I have done many courses in the past but haven’t previously attended one which considered culture in this way. I found this an extremely helpful approach.’**

**‘The course has challenged my thinking and led me to embrace a proactive team approach to safeguarding.’**

**‘The way the course was produced and delivered was excellent, superior to any course I’ve done previously.’**



Thank you to all of you who participate in ensuring the Church is safe and welcoming to all. Our Parish Safeguarding Officers exercise a vital ministry and we are very grateful for their dedication.



# Chaplaincy

In hospitals, care homes, the emergency services, the law courts, police, the deaf and hard of hearing community, the military, schools, university, town centres and shops, charities, businesses and the farming and agricultural community, chaplaincy is thriving.



The Diocese of Salisbury is committed to supporting and growing chaplaincy, which meets the needs of people where they are, out in our communities. It is offered by a diverse range of faithful people, paid and unpaid, clergy and lay, and is a vital part of our vision to establish creative partnerships in ministry and mission.

There has been significant work on the future of chaplaincy in the diocese over the last year. A small group took part in a national conversation at the Developing Chaplaincy Day with Archbishop Stephen Cottrell and are now working on recommendations for the diocese with regard to Chaplaincy support and structures.

A diocesan approach to Chaplaincy across Multi Academy Trusts is also being developed. The Diocese has entered an agreement with BRF Ministries to commission trained and experienced Anna Chaplains to work with older people.

Two people have already been commissioned for this ministry by Bishop Karen with five more commissioned by Bishop Andrew in February 2024. The name Anna chaplaincy recalls the elderly prophetess Anna in the Bible, who was one of the first to recognise the infant Jesus as the Messiah. Working with and supporting our ageing communities is a hugely important chaplaincy role, with a growing need.

The recruitment and training of additional chaplains to the agricultural community is also underway, to build on the work of Canon Richard Kirlew.

This and much more is all bubbling away within this vital ministry as we once again recognise the often unseen but incredible range of people, both lay and ordained, who are faithfully and consistently coming alongside people where they are – almost always outside the walls of the inherited Church and in among wider society.

## The Armed Forces in the Diocese

Historically, the Diocese has hosted members of the Royal Navy, the British Army, and the Royal Air Force. Currently, we are home for 40% of the British Army. During 2023, the Diocese signed the Armed Forces Covenant. The Covenant is our commitment to treat members of the Armed Forces fairly in employment matters, and it allows members of the clergy and Diocesan staff to serve as Reservists and Cadet Force Chaplains.



A number of creative partnerships are progressing. Bishop Stephen and our Vocations team support ministry candidates from the three services. We are aiming to create a network of Armed Forces and Veteran Friendly Churches. Diocesan clergy are working alongside Forces Chaplains in a number of areas, including Moral Injury and Military/Civilian cooperation between parishes and garrisons. Many forces families contribute to our parishes and schools in a variety of ways.

Ven Alan Jeans  
Archdeacon of Sarum

## Gypsy, Roma and Traveller chaplaincy

Alongside the pastoral work with families and advocacy, the chaplaincy also works to educate the settled community about the richness of the cultures of Romany Gypsies, Irish Travellers, Showpeople and New Travellers.

**“Education is a crucial way of breaking down barriers, challenging unhelpful stereotypes and exposing casual and institutional racism endured by nomadic people.”**

Revd Canon Jonathan Herbert  
Chaplain to Gypsy Roma Traveller Community

This year the chaplaincy helped host an awareness day in Borough Gardens in Dorchester and a visit by the Archbishop of Canterbury to launch Gypsy Roma Traveller Friendly Churches. The Chaplaincy is encouraging Churches to reach out to Travellers living nearby.

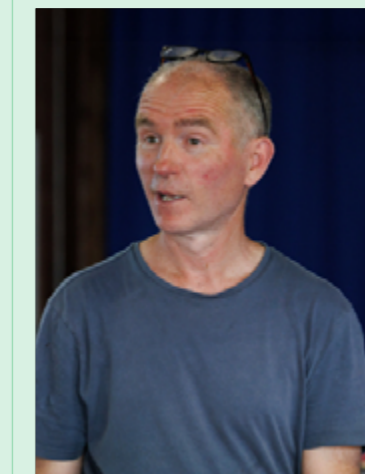


To help this see the website of Gypsy Roma Traveller friendly Churches [sanctuaryplaces.co.uk](http://sanctuaryplaces.co.uk)

We also helped put on a Roma Holocaust Memorial event at Kingston Maurwood College in Dorchester on August 2nd attended by Bishop Karen. Next year's Roma Holocaust Memorial will be at Sherborne Abbey.

The chaplaincy, with the support of the Bishop's Adviser Canon Rachma Abbott and diocesan staff, hopes to put on a conference at Salisbury Cathedral and Sarum College

exploring the contribution of the Gypsy, Roma and Traveller communities to the Church.



# Working for Justice

**Working for Justice is a path we are committed to following as we focus on Making Jesus Known. Across the diocese this year local church communities have worked to respond to local needs and challenge injustice.**

Responding to Lament to Action, the Church of England's report on racial Justice, has formed a core part of our Social Justice work this year. We were delighted that the Archbishop of Canterbury met with members of the Gypsy, Roma and Traveller community in the diocese. He advocated for a new initiative aimed at reaching out to these communities to encourage and signpost churches to do more to welcome people into worshipping communities. Relationships were further cemented by Bishop Karen's support at the Roma Holocaust memorial event at Kingston Maurward in August, a service remembering the Roma Holocaust. Our chaplain to the GRT community, Jonathan Herbert, spoke at the service.

In St Peter's Church in Dorchester the PCC removed a memorial to a slave owner which used offensive language to describe a slave rebellion he had brutally suppressed. The congregation agreed its continued presence in the building implied support of discrimination and oppression and was inconsistent with the message of the universality of God's love which the community of St Peter's seeks to share. It was the first time a memorial had been removed in this way and attracted international attention. The memorial has now been housed in the Dorset County Museum.

In Weymouth and Portland church communities have played a key role in responding to the arrival of the Bibby Stockholm barge housing asylum seekers, working to provide faith and spiritual support to those who are on

the boat. The support has been led by Rector Nick Clarke, who has now retired, and other clergy including Revd Tim Gomm and Revd Jo Haine, with support from Bishop Stephen and Bishop Karen, and diocesan staff.

As we strengthen our voice and our work in this area under the new vision, we hold before us the example of Jesus's love and ministry to those on the margins, and his manifesto – which underpins our vision – to work for healing, freedom and justice for all.



# Net zero and our climate commitment

The year saw great progress and success with the inclusion of Climate Action as a path in the Making Jesus Known vision and strategy.

The vision and strategy working party worked hard to define and agree what the key priorities are within the Climate Action strand, recommending working to net zero by 2030 and achieving Eco Diocese Silver and beyond.

On the back of this work the General Synod agreed this year the Diocesan Net Zero Action Plan. This detailed plan sets out how the diocese aims to reach net zero by 2030. The net zero action plan does not just deal with carbon emissions however. It also includes Eco Church and how people are to respond in a Christian way to the climate emergency. There is much work to be done but this is a really good start and sets the foundation and direction for the diocesan journey on this most crucial of tasks.



As part of the net zero work we have been awarded a grant to employ a Net Zero specialist to help the most emitting churches complete their energy audits and start work on their own action plans to reach net zero. This work will really set us on the way to mapping out what needs to be done on a local level and how people can get involved. This work is going to evolve throughout the coming years as we look forward to collectively reducing our emissions and caring for God's creation, and all that is within.



# Ministry Formation

This year saw the launch of the Salisbury Way. A new Christian community for 18–30s who wish to grow in faith by meeting together for mutual support, activities and to wrestle with the questions around how best they can contribute to growing the Kingdom of God in their community.

The first cohort in this year – long programme will meet once a month, sometimes on Zoom, sometimes in person, they will spend a weekend on retreat to Hilfield and will plan a pilgrimage adventure together. There is still space for one or two extras, so if you know anyone in your congregation or faith community, please encourage them to get in touch with either Louise Ellis or Nigel Done.

How best to support the vocations of military personnel has been one of the questions the DDO Team has wrestled with this year. The frequency of change of locations for deployed personnel means it has been almost impossible for someone to get beyond square one on the vocations journey towards ordained ministry. In September 2023, we launched the nationally recognised Military Vocations Partnership in which Salisbury DDO Team will support any Services Personnel on their discernment journey towards ordained ministry regardless of where they move. As a consequence of this there are currently six people who are working with the vocations and DDO Team and we expect a good deal more as word gets out.

In 2023, 14 new clergy successfully finished their curacies and were released into leadership roles around the church. Eleven of those clergy are serving in a great variety of roles in Salisbury diocese, some in chaplaincy, many in parishes and one, Revd Caroline Spindlow, is now supporting other curates as our new Ministry Formation Resource Officer. Please pray for them, and the 11 who will set out on this great adventure when they are ordained deacons on 30 June in Salisbury Cathedral.



## Lay Ministry

As well as the continuing supporting of lay ministry in various forms, there have been some exciting new developments this year.

There has been an increase in the number of people entering the vocations process as explorers of lay ministry with the result that six people began training as Licensed Lay Ministers (LLMs) in September 2023, while four were licensed for ministry (having completed their training) on 30 September.

Sarum College responded to feedback from previous students by offering an alternative assessment pathway for LLM training. All students receive the same high-quality teaching and attention to formation, but they have a choice of being formally assessed through the Common Awards framework and receiving a formal academic qualification, or following the 'Julian Pathway' with less formal and more diverse ways of being assessed. This means that although students need to enter the course prepared to invest time in reading, reflection and engagement, they need not necessarily have to write essays!

During the course of 2023, the Diocese of Salisbury entered an agreement with BRF Ministries to commission

suitably trained and experienced Anna Chaplains to work with older people. Two people have already been commissioned for this ministry and five more commissioned by Bishop Andrew in February 24, when we remember the prophetess Anna from whom this ministry takes its name.

Parishes and deaneries have continued to make use of the courses for Lay Worship Leaders and Lay Pastoral Assistants, resulting in the commissioning of 43 new pastoral assistants and 33 worship leaders. Seven people were also commissioned as Lay Pioneers after following the nine-month CMS pioneering course. We continue to explore the possibilities that the diocesan vision will enable for the flourishing of all God's people in various ministries.

## Giving and Fundraising

Across the whole of the diocese, we have seen a significant increase in funds raised from digital giving, as many more churches invested in contactless, QR codes and online giving.



This year our churches are expecting to raise over £300,000 from digital giving, compared with £160,000 in 2022. Really well done! It's been interesting to hear from churches who've raised funds from tourists and visitors, when they hadn't considered themselves to be visitor churches, along with an increase in donations at weddings and baptisms. People want to give to church, and that's so exciting!

The Parish Giving Scheme is now offered by over 200 parishes, resulting in over £2.5 million raised, including Gift Aid, which gets claimed automatically. Online and telephone sign-ups are now the most popular, and the majority choose to increase their giving each year – showing that we really are putting the control into the hands of the giver.

It has been so encouraging to hear about the success of grant funding from six-figure sums for heritage work to grants for kitchen equipment and furniture – it all counts. The process of applying for grants – building a case for support – has been a great way to help us grow confident in our fundraising ask; knowing what the funds are going to do, and why we need them. When we have nailed this, we will be able to ask anyone for anything!

Importantly, we recognise it's not just about raising funds for our buildings, and the things we need. This year we began to look at Going Local with our own church giving; exploring what might happen if we donate to grassroots organisations, who support people in our own parishes.

Giving locally is a powerful way to make a difference, and helps build partnerships between church and community, growing faith using fundraising as ministry. It'll be good to explore this more in 2024.

This year our churches are expecting to raise over

**£300,000**

from digital giving, compared with 160,000 in 2022.

## Property

**The property team has overseen 21 changes of occupancy in vicarages this year, an 110% increase on 2022!**



We have also been able to catch up on the backlog of Quinquennial surveys, (caused predominantly by the pandemic) by completing in excess of 71 surveys over a period of nine months. These are important to assess the condition of properties and determine what repairs and improvements are needed to keep them in good order.

The property team looks after around 250 properties in total. We have only had to purchase one property during 2023. A property acquired at 3 Rowen Drive, Devizes which was for a new curate. Currently 34 are rented on the open market but this is shortly to increase to around 46. This rental income helps to fund ingoing works and some major repairs. It also means when clergy have been appointed, the property is fit to move into straight away, having been brought up to a high standard for renting.

This means properties don't lie empty, reducing security issues and clergy have a suitably welcoming home in which to embark on their ministry.

During the course of 2024 we will continue to map out and embark on our programme of Net Zero works to parsonages. This will help move towards both the Central Government and the Church of England targets. The programme will help deliver reduced running costs for some of our clergy over the coming months and years as work progresses.

### **SDBF Building Consultancy**

The Building Consultancy has had a very busy year working with DSAT Academy Trust, and SDBE schools. We have supported a total of 35 schools in the carrying out of essential refurbishment projects. These works have included safeguarding enhancements, replacement fire alarms, toilet refurbishment, replacement mobile classroom among numerous projects.

The Consultancy has also been working hard on a new church building for Church of the Good Shepherd, Heatherlands in Poole, which is now progressing on site.

## Our Schools

**Salisbury Diocesan Board of Education (SDBE) has continued its work with 192 schools across the diocese, in partnership with 18 multi-academy trusts and our local authorities.**

This work supports over 43,000 children and young people who are educated in our Church of England schools, growing and flourishing in spaces rooted in their Christian foundation.

This year has seen our work develop through our innovative Programme for Church School Flourishing (PCSF), a programme which has been warmly welcomed and enabled trusts to further their commitment to the Christian foundations of their schools. This has culminated in the first accreditation event with trusts and the launch of our PCSF SW which sees our diocesan colleagues across the southwest commit to the PCSF journey with their trusts.

The much valued and respected work of the SDBE team has continued across our family of schools. This covers work including governance, buildings, carbon reduction,

RE, collective worship and school improvement. This has enabled school and trust leaders, governors, teachers and volunteers to flourish in support of the children and young people they serve.

The autumn of 2023 saw the launch of the new SDBE vision, focusing our strategy for the next five years. Our commitment is to making Jesus known through being present, where we will show compassion, speak truth and offer hope.

**Katie Fitzsimmons**  
Director of Education



# Sudans Partnership

**The dominating concern for our partnership has been the savage outbreak of fighting in April 2023 in Sudan between the rebel forces of the Rapid Support Force and the Sudan Government's army, the Sudan Armed Forces. Sadly, this conflict has been eclipsed by the ongoing fighting in Ukraine and Gaza.**

The intense fighting has decimated population centres including Khartoum and Omdurman and Wad Medani and the region of Darfur in western Sudan.

Archbishop Ezekiel and his family and staff had to flee Khartoum and have established a base in Port Sudan on the Red Sea. He visited his people in Sudan at Christmas. It is estimated that more than 15,000 have been killed and

some five million people made homeless, including many South Sudanese who escaped the fighting in their own country some 17 months after South Sudan won independence in 2013, and settled in Sudan. Now, more than half a million southerners have returned to the South. Sudan was making progress in establishing peaceful and tolerant communities in a vast country of 47 million where approximately 85% of the people are Muslim, (and in South Sudan it is the reverse with some 85% being Christian).

We continue to work with our own Government and Parliament on peace initiatives in both Sudans and with Christian Aid, and the UN, on development and humanitarian support.

In the South, tribal fighting continues in Abyei, Upper Nile and Jonglei over grazing

rights and related issues. The big challenge for the Juba government this year is the holding of open and democratic elections.

In 2023 our diocesan partnership, in various ways, supported theological colleges, schools, deanery to diocese projects and aid and environmental opportunities to the extent of some

£195,000, including our Medical Link, of approximately £53,000, and some £30,000 to Archbishop Ezekiel for emergency food aid in Sudan.

**Canon Ian Woodward**  
Chair, Salisbury-Sudans Partnership



# Cathedral

**The visitor research that Salisbury Cathedral commissions at the end of every summer season invariably makes interesting reading.**

Visitors, and the income that visitors generate, are vital to the Cathedral's sustainability. That summer visitor numbers in 2023 were 26% higher than in 2022 is a cause for rejoicing. And it is a relief to read that 78% of those who visited rated their visit as 'excellent' and that 71% described the Cathedral's atmosphere as 'peaceful'.

But what is even more interesting is what the research reveals about the Cathedral's mission. In 2023, on arrival at the Cathedral, 62% of summer visitors self-identified as Christian. Yet on leaving the Cathedral 80% of summer visitors described their visit as a 'reflective or spiritual experience'. They may have come expecting to pore over

the Magna Carta, or to marvel at the stunning architecture, or to learn the history of how Salisbury came to be. But nearly 20% of those who came with no Christian faith departed having caught a glimpse of something more.

And while most visitors leave the Cathedral, and head for the next place on their itineraries, not all do. 11% of summer visitors in 2023 stayed to attend worship. It's very much a minority – but five years ago only 5% of visitors stayed on for that purpose. The number has doubled.

During the Covid lockdowns the Cathedral's visitor interpretation was comprehensively overhauled with the aim of making it as clear as possible to all who come here that they are visiting a working church where God is worshipped daily. That investment appears to be reaping dividends. Slowly but

surely this wonderful place has an impact on those who cross its threshold, doing its work of turning those who come here away from themselves, and towards the eternity revealed in Jesus Christ.

**The Very Revd Nicholas Papadopoulos**  
Dean of Salisbury



# Channel Islands

## Jersey



**The Very Revd Mike Keirle**  
Dean of Jersey

**2023 saw the strengthening of our attachment to the Diocese of Salisbury, with the deepening of our relationships as, together, we make Jesus known.**

There were a number of highlights in the year, including a service in St. John's Church with Bishop Stephen, where 33 people from across the Island were confirmed; a visit from Bishop Karen, who narrowly avoided the descending fog, to re-licence our Licensed Lay Ministers; a further swift visit from Bishop Stephen to attend our annual St Helier Pilgrimage on 16th July as the churches across the Island joined together in walking out to the small islet where Helier lived, to celebrate our patronal festival; and a visit by the Bishop's Leadership Team for a short residential, during which they visited the prison, met clergy

and continued work shaping the diocesan vision. We also welcomed the safeguarding training team and DSAs in September as we continue in our partnership of working to ensure that our churches are safe places for everyone. We look forward to developing our ties still further in 2024 as our Clergy come over to visit Salisbury in March, where we hope we may meet many of you.



## Guernsey



**The Very Revd Tim Barker**  
Dean of Guernsey

**During 2023, the new relationship between the Deanery of Guernsey and the Diocese of Salisbury was expressed and celebrated in a variety of ways.**

We welcomed the Bishop of Salisbury for a confirmation service at St Pierre du Bois in

February, and persuaded him to take a second confirmation at St Michel du Valle on Palm Sunday, as he was visiting Guernsey (to our great delight) for the service for the renewal of commitment to ministry, lay and ordained, and the blessing of oils (the 'Chrism Mass') at St Andre de la Pommeraye on the Monday of Holy Week.



Over 30 people were confirmed, with some of them also being baptised.

The Bishop of Sherborne celebrated the ministry of our LLMs in June, giving them their Salisbury licences – another expression of our new relationship.

We have kept in touch with the safeguarding team, welcoming them to Guernsey in October for training and reviewing worship contracts.

People from Guernsey have attended Diocesan Synod, even though this means leaving home by 6am and returning late on a Saturday evening. The Synod visits have sparked an interest in exploring how we can join with Dorset and Wiltshire parishes in **Making Jesus Known**.

You have prayed for us, and we have prayed for you.

## A year through the eyes of Bishop of Ramsbury

**Time's 'ever rolling stream' means we don't often pause to look back upon the current of events that have already flowed away and out of sight.**

The especially high and low points are those that tend to stay with us, while the balance of ordinary time – appointments, encounters, correspondence – can be harder to trace. Certainly, when life has proved particularly challenging, we can give heartfelt thanks that – as the King James Bible so fluently puts it – these things 'came to pass'.

In Ramsbury, we sought to encourage the local ministry of some 260 churches across Wiltshire (plus a small corner of Hampshire and an even smaller patch of Dorset) who have once again displayed admirable

devotion and enterprise in **Making Jesus Known**. Indeed, as this diocesan vision emerged throughout 2023, that phrase came to galvanise and focus every aspect of our work – not least in the recruitment and appointment of clergy, which occupies a large part of the area team's work. Confidence in Christ was visible this year in so many ways across our parishes: at St Michael's Primary School in Larkhill, packed out for Archbishop Justin's visit in June; at All Saints, Marden, launching as a festival church in order to re-engage with its community; in St Michael & All Angels, Melksham, at the dedication of a new room for their burgeoning children's work, and countless other examples, through to a Nativity in Seend that transformed the only vicarage garden with its own cow byre!

The Ramsbury Ministry Day in October was a memorable gathering point for our clergy and licensed lay ministers, given that we spend so much of the year in dispersed situations. With a moving keynote address from former Metropolitan Police Borough Commander John Sutherland, this was a time to focus on the need for all in ministry to find wellsprings that can strengthen their own health and vocation. I remain deeply impressed by, and grateful for, the service of all our ministers, officers and volunteers: there is much that can deplete us in church life, but the people of God renew their strength in him, year on year.



**The Rt Revd Andrew Rumsey**  
Bishop of Ramsbury

## A year through the eyes of the Archdeacon of Sherborne

**Bishop Karen is at last taking Extended Study Leave, postponed from 2020, first by the covid pandemic and then by the episcopal vacancy when she stood in as Acting Diocesan Bishop. So this year's reflection on the Sherborne Area is from an archdeacon's perspective!**

There was a major change to the Area Team as Archdeacon Antony stepped forward to take on the role of Director of Finance and Asset Management, using his skills as a Chartered Accountant. However he continues to lead worship on Sundays, covering during vacancies, clergy illness and holidays.

Canon Lucy Holt has joined the Area Team as Assistant Archdeacon, giving two days a week to this role, she continues to serve as Rector of St James,

Poole, and is standing down as Rural Dean as this goes to press. Bishop Karen, Vicky, Paul and I are really grateful for her wisdom and insight, particularly that she brings the perspective of someone firmly rooted in a parish. We are modelling a collaborative style, all of us working across the whole Sherborne Area.

The major event of 2023 was, of course, the coronation. Parishes joyfully joined in the celebrations with special services and community events. Bell-ringers, cake makers and choir members stepped forward to make the weekend very special indeed.

A month later we welcomed the Archbishop of Canterbury. As he walked along the seafront in Weymouth many people did a double take as they recognised the man who had crowned the King. A joyful and humbling experience for all involved.

It has been a busy year of new appointments, licensings, and celebrations of long years of ministry. From an archdeacon's perspective, there have been memorable DAC visits, as PCCs work hard to maintain their buildings, and develop their facilities to serve their communities even better. Community service has also been seen in the hospitality which continues to be given to refugees from the Ukraine, the provision of Warm Spaces and Food Banks to help in the cost of living crisis, the welcome local churches have given to the asylum seekers on the Bibby Stockholm, and right at the end of the year, the welcome and provision of basic necessities to Afghan refugees given accommodation in Chickerell. Thank you to all who serve in this part of the diocese.



**The Ven Penny Sayer**  
Archdeacon of Sherborne



# Financing the Future Sustainably

**2023 was a busy year as we worked with Bishop Stephen to develop our new strategy.**

One of the five paths we are taking to **Making Jesus Known** is to finance our future sustainably. While money is something we often don't want to dwell on in our spiritual life, this path recognises that we cannot achieve all we want to do in mission and ministry without financial resources. As we finish the year with yet another deficit, resulting in a further draw-down on our limited assets as the only option remaining to support ministry at current levels, the need for us to take action on this could not be clearer.

I am pleased to say that although much more needs to be done, we have made progress. During the year we completed our review of share and the new system will be

rolled out in the coming year. We are enormously grateful to the very many people across the Diocese who contributed to this review. The process has taken some time but it has allowed us to arrive at a new system which is more transparent, reduces the administrative burden on our parishes and, I hope, will inspire people to be even more generous in their giving to support ministry.

We are enormously grateful to the St Denys Trust for the donation of £1 million to the St Aldhelms Fund, to fund mission and ministry projects. The money was donated as part of the preparations to wind up the Trust.

This year also saw the DBF team moving from Church House to share the offices of the Diocesan Board of Education, the newly renamed Emmaus House, in Wilton. Not

only will this further reduce our operating costs but it will provide an opportunity for greater collaboration in our work with children and young people. We have also spent time improving our financial capability and processes and streamlining our committee structures. This will save time, improve accountability and allow us all make better, more informed financial decisions. With all of these actions the path to a more sustainable financial future becomes clearer.



**Jane McCormick**  
Chair, Diocesan  
Board of Finance

# Cost of being church

**What is the cost of being church together in the Diocese of Salisbury?**

**We seek to finance mission and ministry sustainably, so we have started to ask the question 'What is the cost of being church?'**

From a financial perspective, the cost of being the church together across the Diocese of Salisbury is made up of several parts:

Each local church community has its own financial commitments and costs- right now, many of those feel very challenging especially for small communities with ancient buildings to maintain. There are a range of things we need to do together to help each other make this more possible and Bishop Andrew is leading much of that thinking at national level.

Our shared cost of being church is about people and all the costs of mission and ministry as we seek to love our neighbours and serve our communities. This includes all clergy and lay ministry costs, with 250 clergy homes and their maintenance plus the training of future ministers and the cost of pensions.

The cost of being church together also covers those support costs for work that is best achieved collectively with shared skills and capacity- for example in our safeguarding team helping each community to make church a safer place for all.

The cost of being church together also covers core administrative work in which we seek to keep costs as low as possible while providing a professional service. The recent sale of Church House means that the support team will in future be based together at Emmaus House (formerly the DEC) with our education and academy trust colleagues at Wilton - this modern building has much lower running costs and carbon footprint.

We are fortunate to have a range of historic assets and investments as well as other income which in total covers about one quarter of this expenditure. Through the Share scheme each parish is invited to contribute to cover the remainder of this expenditure. This is the shared cost of being church today in the Diocese of Salisbury.

Watch a video from David here on our [YouTube channel](https://www.youtube.com/watch?v=SSiQbPZAKTM): <https://www.youtube.com/watch?v=SSiQbPZAKTM>

# Income and expenditure

As Christians, we seek to respond to the challenges we face together, by resourcing the church to support people and places in need.

In the Diocese of Salisbury, all our parishes contribute to Share, which pays mission and ministry costs. Thank you for all you contribute.

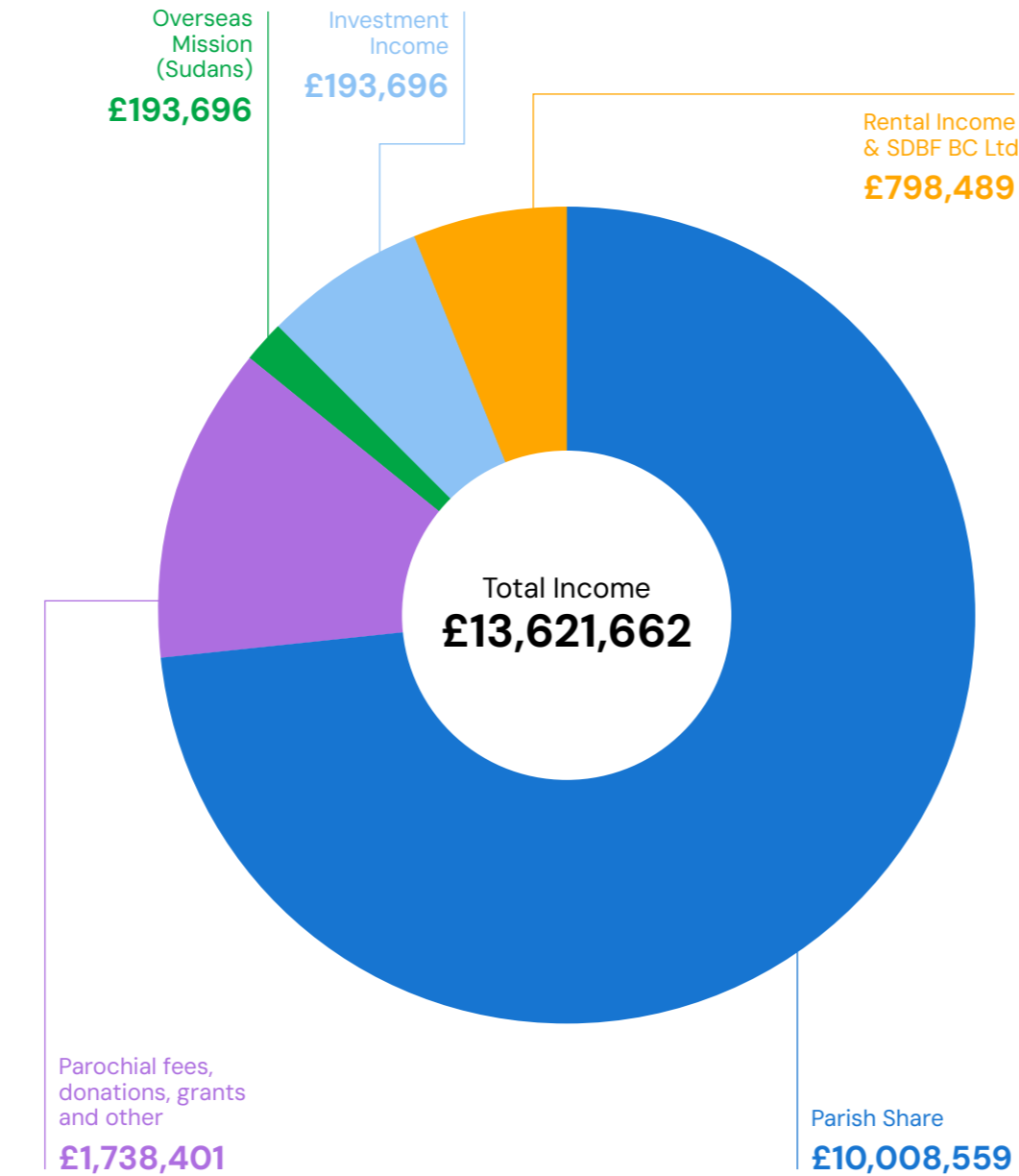
**The Rt Revd Stephen Lake**  
Bishop of Salisbury

As you will see from the accounts, we had a deficit of £1.2million in 2023, and reserves were once again used to cover the shortfall in parish share.

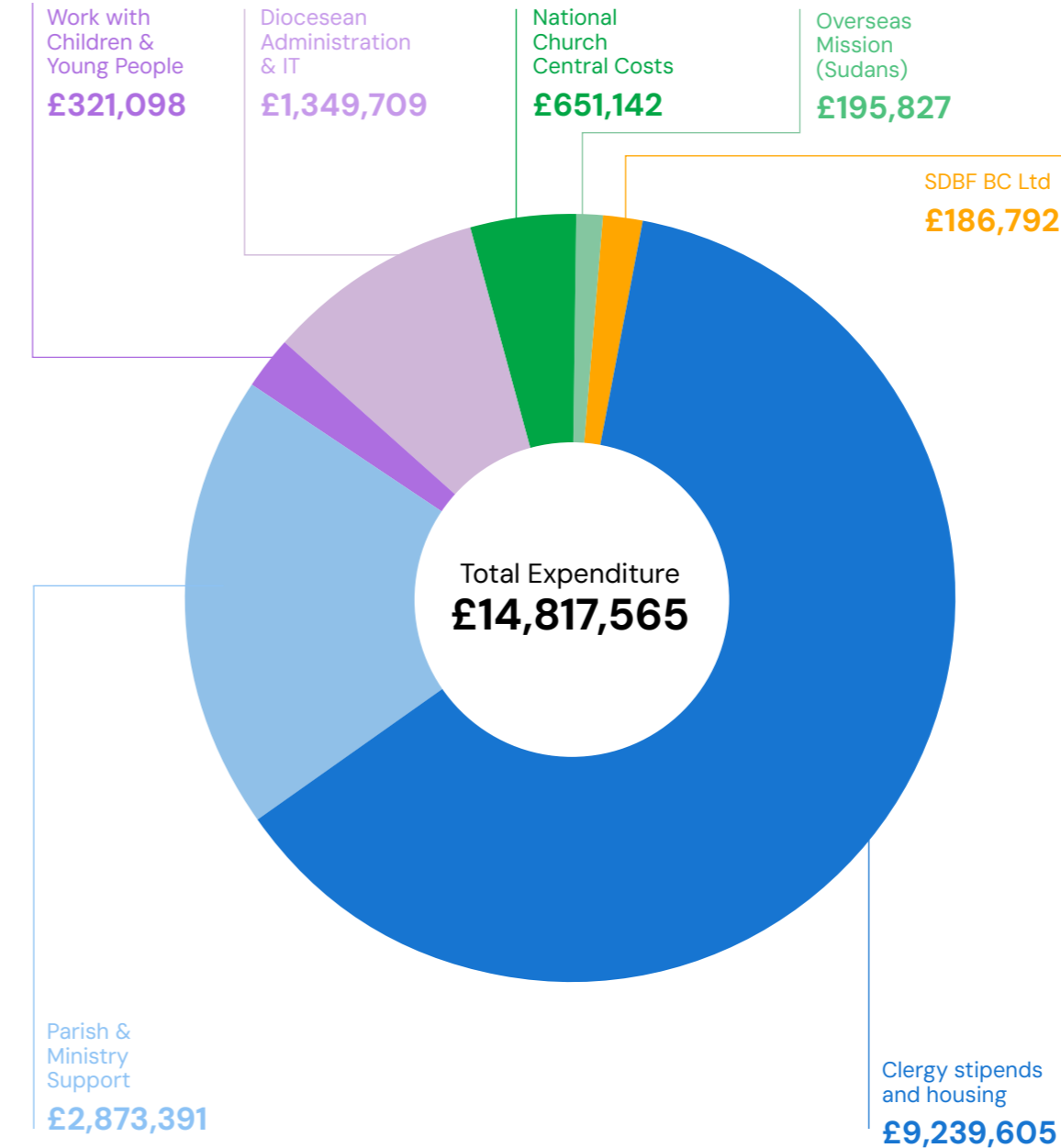
These reserves are running out. As part of our vision and strategy we are committed to putting ourselves on a sustainable financial footing to secure ministry across the diocese into the future, and respond to the needs of the communities we serve. This will require bold and imaginative solutions and a prayerful and generous response from members of our congregations.

**The Ven Antony MacRow-Wood**  
Archdeacon of Dorset & Director of Finance & Asset Management

## Income

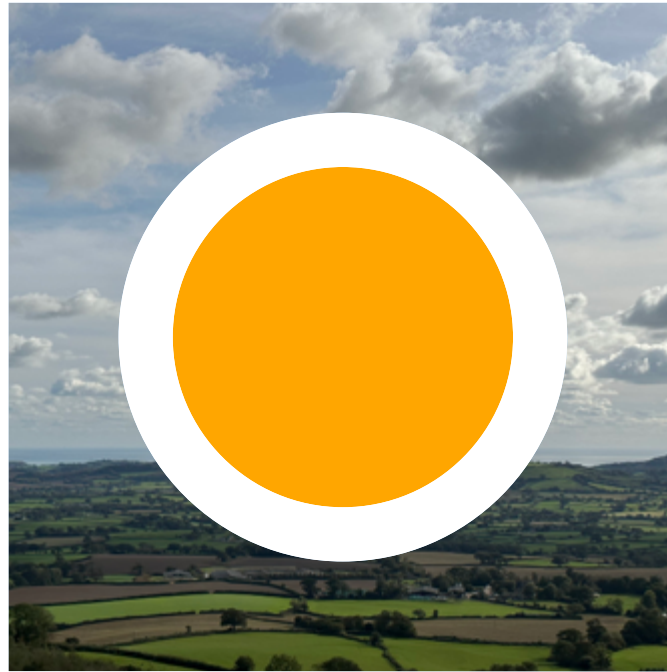


## Expenditure



## Management Accounts

	Actual	Budget	Variance
Income	£13,621,662	£14,508,759	(£887,097)
Expenditure	£14,817,565	£15,151,791	£334,226
Operating Deficit	(£1,195,903)	(£643,033)	(£552,870)
Unrealised Profit on Investments	£3,742,930	—	(£3,742,930)
Realised Profit on sale of property	£993,708	—	(£993,708)
Movement on pension	—	—	—
Movement in funds for period	£3,540,735	(£643,033)	(£4,183,768)



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