

Finance Summary – Salisbury DBF 2025 Annual Report and Accounts



Diocesan Synod
24 June 2026



2025 a year of encouragement and realism

- New Parish Share scheme successfully introduced
- Greater financial transparency and engagement
- Significant growth in external funding
- Digital giving continues to expand
- Structural deficit remains a critical challenge



2025 Financial Results

£m		Total Income & Expenditure (incl External Grants)			Core Income & Expenditure (excl External Grants)		
		2025 Actual	2025 Budget	2024 Actual	2025 Actual	2025 Budget	2024 Actual
Parish Share	70%	10.3	12.2	10.1	80%	10.3	10.1
Other Income	30%	4.5	3.6	3.8	20%	2.5	3.2
Total Income		14.7	15.8	13.9		12.8	13.3
Direct ministry cost (stipends, pension, training, housing)	67%	10.7	10.7	10.2	71%	10.4	10.2
Resourcing local ministry (DBF services, Fundraising & DBE grant)	20%	3.2	3.0	2.8	17%	2.4	2.4
Administration, HR and IT	7%	1.2	1.1	1.0	8%	1.1	1.0
Other non parish-costs	6%	1.0	0.9	0.8	4%	0.6	0.6
Governance	0%	0.1	0.1	0.1	0%	0.1	0.1
Total Expenditure		16.1	15.8	14.9		14.6	14.1
Operating Surplus / (Loss)		(1.4)	0.0	(1.0)		(1.8)	(0.8)

2025 Financial Results – Key takeaways – INCOME

- Parish Share – 70% of our income – has not kept pace with inflation £10.3m (2024: £10.1m)
- Poor performing investments (especially CCLA), £567k (2024: £639k)
- Significant increase in external grants £1m (2024: £0.6m) and associated expenditure, e.g. Heritage Lottery Fund, SMMIB award
- More rental income from let clergy houses, £878k (2024: 708k)
- A further £546k one-off donation received to the Aldhelm mission fund, total fund value of £1.6m



2025 Financial Results – Key takeaways – EXPENDITURE

- Stipends £6.4m (2024: £6.3m) – inflationary pay increase and National Insurance changes, partly offset by lower pension contributions (25% to 22%)
- Increases in
 - clergy property maintenance expenditure £3m (2024: £2.5m)
 - externally funded expenditure, offset by external grant income
 - technology and human resources in line with approved budget
- One-off major repairs to Emmaus House, Wilton following relocation of the head office
- Overall core expenditure (excluding external grants) of £14.6m is below budget (£14.9m) but higher than prior year (£14.1m)



Report and Accounts – more information

- Note 8 – disaggregate ministry training costs
- Note 13 – detailed breakdown of grants paid to National church, Sudans, parishes and individuals
- Note 14 – more detail about staff and stipendiary costs

DBF services expenditure split by mandatory / compliance v discretionary

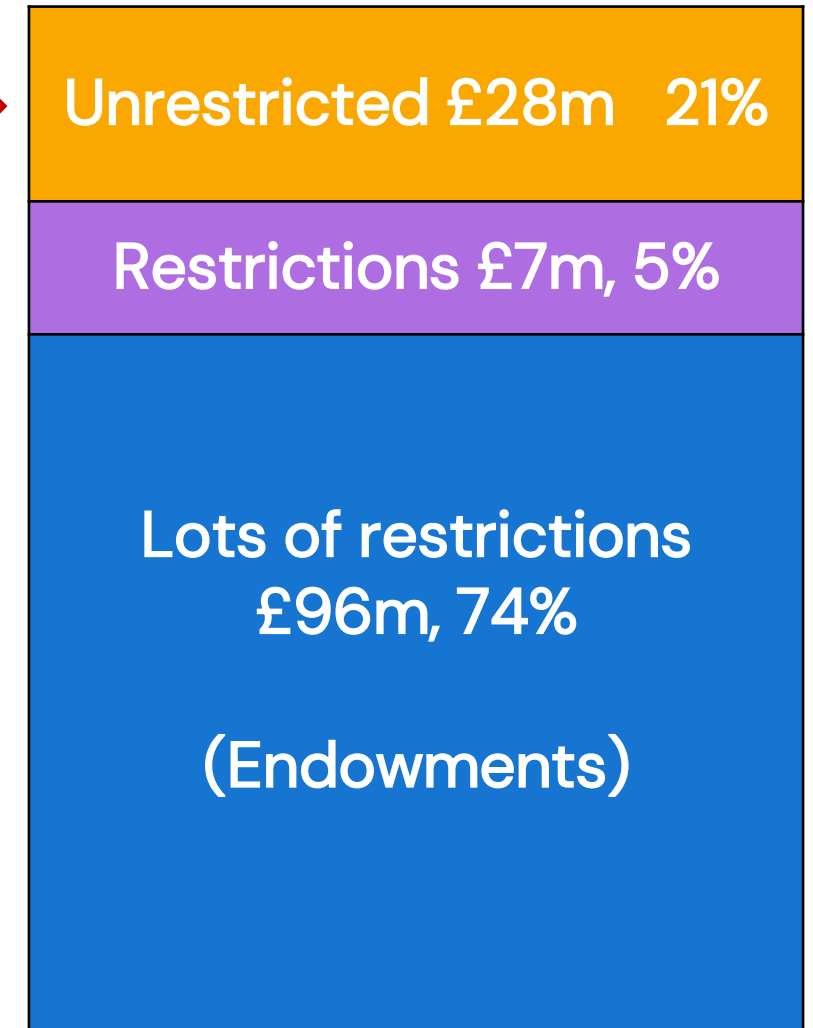
Distinguishing between mandatory and discretionary DBF services is not always clear-cut. Charity and church law generally require functions to be delivered rather than specific posts. Our assessment suggests around two-thirds of staff time supports mandatory governance, safeguarding, property, ministry and compliance functions, with one-third supporting discretionary services.

Discretionary services, including communications, fundraising and digital giving support, are important in helping parishes celebrate, sustain and grow ministry.



DBF financial resources – we are running out of unrestricted funds

- The 5-year financial plan est. £22m required to fund transition during next 5 years = almost all our existing Unrestricted funds
- Most significant levers for long-term financial sustainability (core budget) = parish share (80%) and ministry deployment (71%)



Facing the financial reality – £2m gap

Grow income

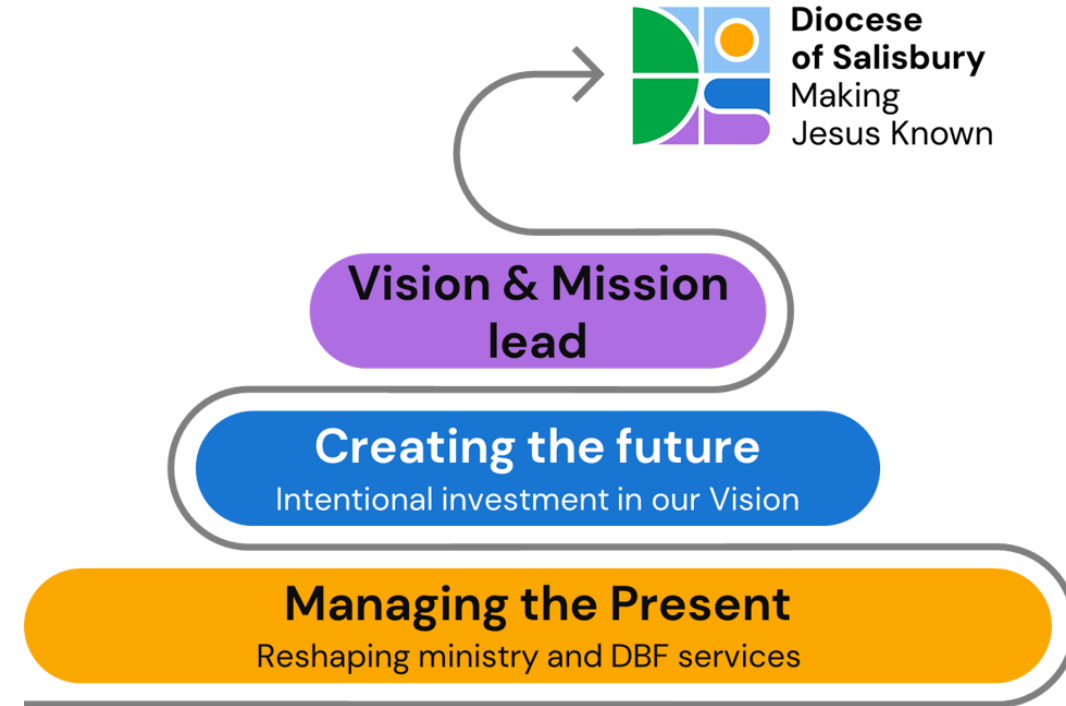
- Parish Share transparency and engagement
- Increase external funding
- Strengthen giving support for parishes

Improve Asset Returns

- Review investment managers and investment approach
- Review glebe management
- Improve long-term total return

Cost control – Ministry provision & DBF services

- Review clergy deployment – largest expenditure
- Review DBF services – £500k p.a. saving
- 3-year implementable plan





Sustaining Ministry Through Creative Partnership

- Our calling remains the same: making Jesus known in every community
- Current patterns of ministry are becoming harder to sustain; fewer people entering ordained ministry
- More collaboration across benefices and deaneries
- More diverse ministry teams: ordained, lay, retired, self-supporting
- Reshaping ministry together, not retreating from it



2027 BUDGET & 3-YEAR PLAN TIMELINE



TIMELINE: JUNE – OCTOBER 2026



24 JULY • 21 AUGUST • 11 SEPTEMBER

FINANCE & RESOURCES COMMITTEE DEVELOP & CHALLENGE

- 24 July – First view of emerging 2027 Budget & 3-Year Plan.
- 21 August – Detailed review and challenge of the draft Budget and 3-Year Plan.
- 11 September – Final review and challenge.



22 SEPTEMBER

BISHOP'S COUNCIL RECOMMEND

Trustee scrutiny of affordability, sustainability and strategic alignment.

Recommends 2027 Budget, 2027 Parish Share Request and 2027–2029 Financial Plan to Synod.



29 SEPTEMBER • 7 OCTOBER

ENGAGE

- 29 September – Briefing with Rural Deans, Lay Chairs and Deanery Treasurers.
- 7 October – Diocesan Synod Finance Briefing (Virtual).
- Opportunities to discuss 2027 Budget and 2027 Share and ask questions.



17 OCTOBER

DIOCESAN SYNOD APPROVE

Formal approval of the 2027 Budget.

Receives sight of the 2027–2029 3-Year Plan.



DEVELOP & CHALLENGE

Review, challenge and strengthen the Budget and 3-Year Plan.



RECOMMEND

Recommend the Budget, Parish Share and Plan to Synod.



ENGAGE

Engage with key stakeholders and provide opportunities for discussion and Q&A.



APPROVE

Approve the Budget and note the Plan.