

# Statement of Needs for the new Bishop of Guildford

December 2013

Following the retirement of the Bishop of Guildford a diocesan Vacancy in See Committee writes a Statement of Needs, to assist the national Crown Nominations Commission in considering candidates for the next Bishop of Guildford.

As a member of General Synod for the Guildford Diocese, I was automatically a member of the Guildford Diocese's Vacancy in See Committee. The full list of committee members is on the Guildford Diocese website: <http://www.cofeguildford.org.uk/diocesan-life/vacancy-in-see/>

The Committee met on three occasions, and the Statement of Needs that we produced is now published on the Guildford Diocese website.  
I attach it.

This is only one part of the process of assisting the Crown Nominations Commission. The two national Appointments Secretaries will be undertaking consultations within the diocese, and it is usual that there will also be an advert in The Church Times newspaper inviting anyone who wishes to write in with their suggestions.



# Diocese of Guildford Statement of Needs

 THE CHURCH  
OF ENGLAND

# Guildford Diocese

## Diocesan Vision




“Our Common Purpose” sets out a vision for Growing Communities of Faith and Engagement, growing in:

- Spiritual Maturity
- Numbers
- Community Engagement in every part of the diocese - Parish, Fresh Expression, Chaplaincy and Cathedral.

All ministries, structures and teams of the diocese must serve this vision.



Growing Communities of  
Faith and Engagement

-  SPIRITUAL MATURITY
-  GROWTH IN NUMBERS
-  COMMUNITY ENGAGEMENT

*The Diocesan Vision stated above was developed by the previous bishop in consultation with his senior staff, and was then adopted by the Diocesan Synod in June 2008. Since its adoption, the work of the diocesan Teams has been re-organised (2012-13) and the diocesan budget for 2014 shaped accordingly.*

## Diocesan profile

### I Area, people and community

- I.1 The diocese of Guildford covers the western two-thirds of Surrey and a significant area of north-east Hampshire. It also includes one parish in a London borough and one in rural West Sussex. In the north-east, it is largely suburban, but moving south and west, there are a number of distinct towns and numerous villages. This part of the diocese has a rural feel, but good road and rail links to London and elsewhere mean that there is much commuting within these areas.
- I.2 The population is just over a million, rising in line with the national rate <sup>1</sup>. Notwithstanding the rural areas, the average population density is above average, both regionally and nationally<sup>2</sup>.
- I.3 The area is rightly perceived as affluent, but there are other perspectives. There are surprisingly high levels of domestic and sexual abuse. The population is quite mobile, but the cost of housing is very high and there are issues of homelessness in the towns. The government wants a significant number of new homes to be built in the area, but there is much lively debate about where they might go.
- I.4 Taken as a whole, the diocese has the lowest average IMD (Index of Multiple Deprivation) in England, but the picture is not uniform. Throughout the area there are tight pockets of deprivation, enclosed within housing estates or even within a few streets, with high levels of child poverty, low income, poor mental health and other significant problems. Often they are adjacent to affluent areas that camouflage the extent of need, driving down the statistics and diverting public funds to areas of more widespread poverty in other parts of the country<sup>3</sup>.
- I.5 The diocese is becoming more diverse ethnically, and there are notable Asian populations in Woking and Camberley. There has also been a large influx of Nepalese to Aldershot and Farnborough following recent Government changes to Gurkha pension provision. In 15% of parishes, the proportion of White British inhabitants is now less than 80%.
- I.6 Principal occupations<sup>4</sup> include Wholesale/Retail Trade, Professional & Scientific, Education, Human Health & Social Work, with significant numbers also in Information & Communication Technology and Finance. There are also a large number of military personnel (and their families) in several areas of the diocese; Aldershot is the 'Home of the British Army' and the tri-service Defence Medical Rehabilitation Centre at Headley Court also lies within the diocese. The University of Surrey is based in Guildford, together with the Surrey Research Park, and Royal Holloway (University of London) is at Egham. There are four major hospitals and four prisons. A significant number of key national decision makers live within the diocese.

<sup>1</sup> 7.9% in 10 years 2001-2011

<sup>2</sup> Average population density (persons/sq. mile): Diocese – 1,879, SE region – 458, National – 411

<sup>3</sup> See <http://www.communityfoundationsurrey.org.uk/surrey-uncovered>

<sup>4</sup> Ecclesiastical parishes with more than 10% of population in that area of employment according to 2011 census

## 2 The Church in the community

- 2.1 The diocese has 2 archdeaconries, each with 6 deaneries, and a total of 163 parishes (see map at **Appendix D**). There are 138 benefices, of which just over 20 are united benefices. There are very few multi-parish benefices with just one stipendiary priest.
- 2.2 A great deal of the work of the church is done at a local level by the parishes. The diocesan Teams support and encourage the work of the parishes, and also work with wider networks to the mutual benefit of the church and society at local, regional and national levels.

### **Ministry and church attendance**

- 2.3 The diocese has a number of churches reflecting different shades of Evangelicalism, and also a number reflecting a varying Catholic perspective, both liberal and conservative. The majority of parishes - suburban, town and rural - reflect a fairly typical Anglican centrality. This wide spectrum is welcomed and a healthy dialogue informs our diocesan view. All traditions play their full part in the life of the diocese<sup>5</sup>
- 2.4 We are fortunate to have some 300 licensed clergy. Nearly two thirds of these are stipendiary, of whom over 90% are full-time. About a third of all licensed clergy are women, including our new Dean, with a higher proportion amongst Self Supporting Ministers. There is a significant number of clergy couples, ministering in various ways. We chose to abandon the Sheffield formula for the national allocation of stipendiary clergy some years ago.
- 2.5 The proportion of the population attending church, both adults and young people is above the national average<sup>6</sup>, but overall numbers have dropped, albeit slightly more slowly than the national average<sup>7</sup>. With a changing population, ministry to new parishioners is a significant task.
- 2.6 Church communities vary in size, but about half have an average Adult Weekly Attendance of over 100 (with 12 parishes over 300 in 2012). Nearly three quarters have an Electoral Roll over 100. About a third have at least one Fresh Expression of some kind.

### **Parishes in the community**

- 2.7 Parish clergy, authorised lay ministers and other lay members, including chaplains, are not only engaged with church schools across the diocese, but also with over 250 county and independent schools. Many of the latter have church foundations.
- 2.8 Ecumenically, there are 8 single congregation partnerships, with a further 5 covenanted partnerships and several church sharing agreements.
- 2.9 Many parishes are involved with their local communities, not just by way of occasional offices, prayer and financial support, but in active engagement through projects such as: CAP (Christians Against Poverty) Centres, Street Angels/Pastors, Food Banks, furniture recycling to needy families, chaplains to GP surgeries, Night Shelters, Credit Unions. Often this work is ecumenical and/or organised across an area, such as a deanery.
- 2.10 Growth in spiritual maturity is difficult to measure. Evidence includes a widespread number of housegroups (including virtual ones in at least one parish), and discipleship courses, as well as the attendance at the annual Summer School (over 400 in 2013), and parishioners training this year as Occasional Preachers (16), Leaders of Worship (14) or Pastoral Assistants (36), taking the total numbers to 150, 45 and 400 respectively.

### **Diocesan Teams**

- 2.11 There are 5 Teams, whose work is arranged to focus on one or more of the elements of 'Common Purpose'. More information on the work of the Teams, together with a note on the interrelationships of diocesan structures, is given at **Appendices B.1 and C.**

### **The Bishop's Staff**

- 2.12 The Bishop's Staff is more broadly based than in many dioceses, including Team Directors as well as senior clergy (see **Appendix B.2**) The suffragan Bishop of Dorking covers the whole diocese and has had specific areas of delegated responsibility - a vital ministry which is fully integrated with that of the diocesan. This shared episcopate of the whole staff team has worked well and the Staff team has been used to a collegiate style.

### **The Cathedral**

- 2.13 The Cathedral has reached out vigorously to town, university and county in recent years, while seeking to position itself as a centre of excellence, owned and valued by the parishes as the 'Mother Church' for the diocese. It is planned that the Diocesan Offices will eventually move to the Cathedral site.

### **Finance**

- 2.14 The diocese has an annual budget of around £11million and aims to achieve a breakeven position each year. Since 2009, budget increases have averaged 1.7% p.a., in line with average earnings but well below underlying inflation. Around 70% of budgeted costs relate to ministry provision and training; 11% relate to our contribution towards the national church; and the remainder funds the work of the central diocesan teams. The diocese has very limited investments and the budget is almost entirely funded by parish share receipts.

### **Parish Share**

- 2.15 This is determined by allocating direct ministry costs according to the number of incumbents, which results in a request of around £45,000 a year per incumbent post; smaller parishes may share an incumbent. Remaining 'shared' costs are allocated in accordance with a formula involving adult Sunday attendance and a prosperity factor. Because overall attendances in the diocese have declined over the last 10 years, the allocation formula for shared costs has tended to result in significant potential increases in parish share for growing parishes. In recent years the diocese has adopted a policy of capping annual increases (at around 5%) and setting a floor of 0% to +1% in order to encourage growth. Parish Share payment rates are manageable at around 97% of parish share requested.

### **International links**

- 2.16 The diocese has a long-established link with the Anglican Church of Nigeria, which is a valuable channel of communication for the Communion as a whole. Episcopal leadership, including travelling to and receiving visits from our link partners, is vital in fostering this strategic relationship. We also have a link with the Roman Catholic diocese of Evry (on the outskirts of Paris) and the Lutheran Church in the diocese of Viborg, Denmark. Many parishes also have links to these and other parts of the world.

<sup>5</sup> Whilst a number of parishes have in the past voted on Resolutions A, B and C, there are now just two parishes with all 3 resolutions in place, and none with just A and/or B.

<sup>6</sup> Guildford AWA per population: Adults 2.8% (rank 6th); Children 3.3% (rank 4th). National AWA 2.0% and 2.1% respectively

<sup>7</sup> Guildford AWA (2001-2011): -6.7%; National AWA (2001-2011): -7.2%. There are indications of an increase in the Adult weekly numbers in the last two years – see **Appendix A**

## Statement of Needs

### 3 Strengths and Weaknesses, Aspirations and Challenges

The diocese has developed a vision for the future in 'Common Purpose', but it has not been imposed on parishes. Some have found it helpful, others have their own plans. Implementation is thus at an early stage and strategic leadership is needed to move forward by encouraging parishes to engage with the framework of the vision in some way.

- 3.1 Churchgoing is slightly above average, but numbers have been declining steadily over some years. The picture is complex and includes growth, decline and complacency. **Our principal aspiration is to build on growth, to reverse decline and to challenge complacency so as to show an overall improvement.** Church planting, intentional evangelism and re-imagining ministry are all likely to have a part to play.
- 3.2 Some clergy struggle with the feeling that they are expected to be “a chaplain to a coasting Sunday club”, whilst also being asked to be innovative and creative. Well qualified and articulate parishioners can be a blessing, but also a source of pressure; where they are commuters, they may have little time to give. **Supporting the clergy and preaching the gospel to the rich as well as others in our diverse communities will continue to be a challenge for the bishop and the senior staff team.**
- 3.3 The diocese has an increasing number of church schools, currently 85. The work of the diocesan Teams with schools, and with children and young people in parishes, is valued and expanding, but the Average Weekly Attendance of young people in churches is not yet showing the increases beginning to appear with Adult attendance. **The challenge is not only to grow in numbers but to grow younger.**
- 3.4 Many parishes have worked hard at growth in spiritual maturity, but there is still a tendency to look inwards. Spiritual maturity is a strategic issue as well as a personal one, and **there is a challenge for the church as a whole to grow in discipleship, in Christian stewardship and in engagement with others.**
- 3.5 The culture across the diocese is more varied than might at first be thought. Parishes and diocese have sought, in varying degrees, to engage with the communities in which they are set, including relating to those of other Christian denominations and other faiths. **A priority for the new Bishop will be a willingness to engage, not only with the parishes, but with this mixed scene, proclaiming and challenging with a gospel that reflects spiritual depth and encourages a greater sense of community responsibility.**
- 3.6 Financial giving is only average when related to typical income, and the diocesan budget is highly dependent on contribution from the parishes, since we have almost no historic resources. There is generosity, but also **a challenge to increase giving overall, for spending in parishes as well as by diocese on their behalf.** Statistics for this diocese show no correlation between giving and deprivation.
- 3.7 **It will be important for the new bishop to continue to support the life, vision and work of the Cathedral** in its appeal for substantial financial support as it seeks to develop its site imaginatively.
- 3.8 In a climate where there is a desire for simplicity and transparency<sup>8</sup> against a background of suspicion and mistrust of institutions and authority, **the new bishop's ability to develop and build trust will be critical. The diocesan vision calls for a mission-minded bishop, committed to supporting outreach in all its forms.**

<sup>8</sup> “Attitudes to hierarchy and authority have changed, and continue to change; there's nothing new in that. And the more they do, the more we are perceived, often wrongly - but genuinely - to say one thing, about grace, community and inclusion, and do another....Lack of integrity and transparency poisons any hope of rebuilding trust, and rebuilding trust in the best of circumstances is going to be the work of years and even decades.” *Archbishop Justin Welby, Inaugural Presidential address to General Synod, July 2013*

## 4 Person Specification

We seek a diocesan bishop who will lead us and work with us to 'Grow Communities of Faith and Engagement'. We believe such a person will have and be able to demonstrate the following qualities:

### 4.1 **A deep and confident personal faith**

Our new bishop will have a presence which makes the living God real. Love of God, humility and a life of prayer will equip the bishop as a godly and courageous leader. Theologically literate, and confident in scripture, our bishop will be a clear teacher of the faith, valuing and delighting in the differing traditions within the Church of England.

### 4.2 **A clear commitment to mission and growth**

The new bishop will have demonstrable experience of leading effective mission, characterised by sustained new growth. The bishop will be committed to working with and building on existing initiatives, as well as offering fresh insights, challenging where necessary. An understanding of and empathy with parish life is seen as essential; experience as an incumbent is desirable. The bishop will affirm and encourage the development of the work of schools, chaplaincies and other sector ministries.

### 4.3 **An ability to lead and to manage change creatively**

We are looking for a creative leader, ambitious for the gospel, who will seek to inspire and enable rather than to direct, and to work collaboratively, sharing episcopate. The bishop will have the breadth of vision to engage with those outside the 'walls of the church', as well as recognising how the diocese and the national church can reinforce and enrich each other. The bishop will be able to think about mission strategically, with experience of turning thinking into effective action. Senior staff experience (not necessarily as bishop, dean or archdeacon) is desirable.

### 4.4 **A confident and competent communicator**

The bishop will be comfortable engaging with a wide cross-section of people, at ease with new forms of technology (including social media), and able to connect with young people and the 21<sup>st</sup> century world. Able to communicate in a compelling way with those who worship regularly, as well as those of other denominations and faiths or none, the bishop will need to work with the media and be a clear thinker with a warm and engaging delivery. Experience in working with the media is desirable. The bishop will be able to engage in dialogue across difference and to interpret one to the other.

### 4.5 **A gifted pastor to clergy and laity**

A person of wisdom and integrity, the new bishop will be able to listen to and get alongside both laity and clergy. We look for a bishop who will encourage, motivate and empower others, building up confidence and self-esteem, and affirming them in their ministries, whilst expecting high standards and challenging complacency. The bishop will be able to recognise and utilise the talents and significant abilities of clergy and laity, supporting and encouraging vocations to all forms of ministry, fostering innovation where appropriate.

### 4.6 **In favour of women's ministry**

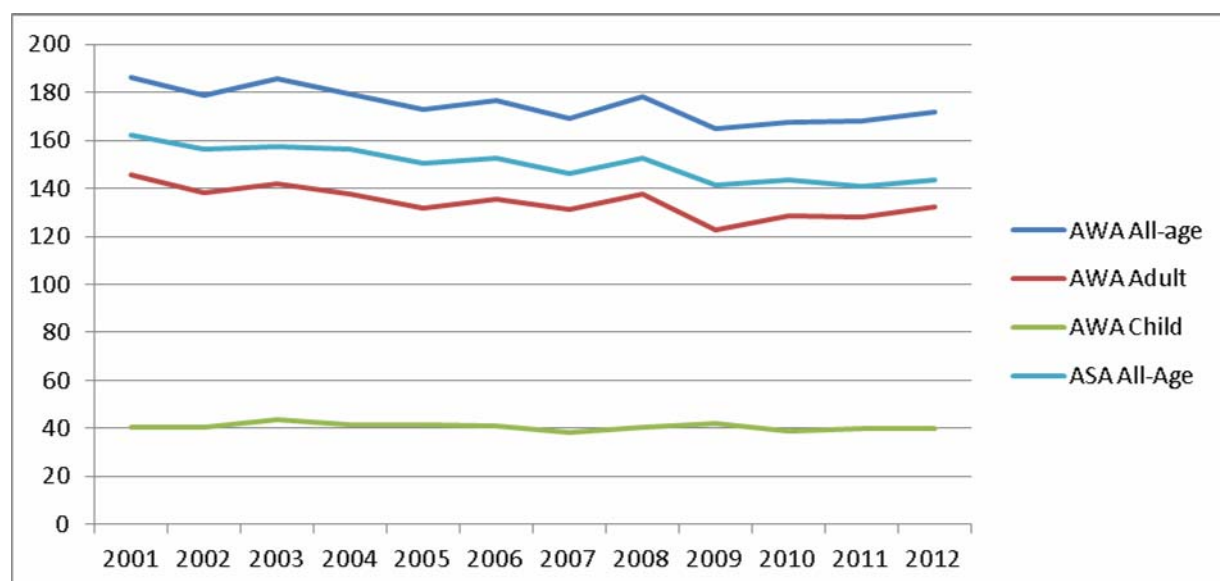
The diocese will welcome a woman as bishop when that becomes possible, although a small number of people and parishes would find this difficult to accept. The majority of people in the diocese hope that our new bishop will be unreservedly in favour of women's ministry at all levels of church life, whilst maintaining the highest possible degree of communion and contributing to mutual flourishing across the whole Church of England.



## Appendices

### Appendix A

#### Church Attendance



*Parish Average Weekly Attendance (AWA) and Average Sunday Attendance (ASA) since 2001*

Further attendance and other statistics about the diocese can be found on the Church of England website at <http://www.churchofengland.org/about-us/facts-stats/research-statistics.aspx> which also sets the figures in a national context alongside other dioceses.

### Appendix B

#### Diocesan Structures

- B.1 Like many dioceses, Guildford has brought together a number of committees to join up policy, priorities and finance, so that the members of the Bishop's Council are the standing committee of the Diocesan Synod, the board of directors/trustees of the Diocesan Board of Finance, the Mission and Pastoral Committee and the Property and Parsonages Committee. The Bishop's Council is as small as is practicable. It is supported by a non-executive Finance and Audit Committee and a Housing Advisory Committee. There is not a great deal of pastoral committee work. When detailed consideration is required an ad hoc group is formed from all the interested parties. Members of the Diocesan Synod are also members of the Diocesan Board of Finance. The other main committees are the Diocesan Advisory Committee and the (unincorporated) Diocesan Board of Education. More information on education is at **Appendix C.4**.
- B.2 The Bishop's Staff Meeting has a wider than usual membership, with the Directors of the four teams mentioned in **Appendices C.1 to C.4** and the Communications team leader joining the Bishop, Suffragan Bishop, the Dean, the two Archdeacons, the Diocesan Secretary, the Bishop's Chaplain and the Adviser on Women's Ministry. A smaller selection from this group meets as the Appointments Committee to discuss vacancies and particular parish personnel matters. The Appointments Committee is the formal safeguarding committee and is advised by a safeguarding panel with an independent chair.

For further information please see Diocesan Website: [www.cofeguildford.org.uk](http://www.cofeguildford.org.uk)

## Appendix C

### Diocesan Teams

- C.1 There are many examples of involvement in local communities, organised by or through the Communities Engagement Team. This engagement is seen as central to healthy mission, enabling our faith and spirituality to be exposed to the challenges needed to open up and grow. The work done includes Family Support, Health & Wellbeing, Restorative Justice and Surrey Faith Links. Much of this work directly supports and encourages parishes to engage with their local communities, whilst some involves larger networks. Over half the cost of this work is externally funded (nearly £400,000 in 2014).
- C.2 The Discipleship, Vocation and Ministry Team is tasked with the recruitment, training and support of clergy, and licensed and authorised lay ministers working in parishes and other places where ministry is offered. DVMT is a significant player in the South Central Regional Training Partnership of which the Bishop of Guildford has been a Partner for 5 years. The diocese of Guildford is to provide the 'legal entity' requirement for the RTP in its dealings with Common Awards, and a new bishop needs to be fully supportive of this and open to all manner of imaginative training and formational courses
- C.3 The work of the Parish Development and Evangelism Team involves coming alongside congregations whose desire is to grow in the ways encompassed by Common Purpose. This may include helping parishes to develop their vision, and to attract the resources needed to pursue it. The team also provides resources for parishes to help them in work with young people and with outreach, perhaps in new and imaginative ways, including Fresh Expressions.
- C.4 Support for church schools is provided via the Schools, Colleges and Universities Team. The expert services provided are valued by church and county schools alike. The 85 church schools (54 voluntary aided) in the diocese include three high-performing secondary schools. There are also 11 Affiliated schools. By mid-2014, seven primary and secondary schools will be Academies, most under the care of the Diocese's Good Shepherd Trust. The development of this programme has been a major source of new work and is being enthusiastically embraced in line with national Church initiatives. Through this and all other work, we will improve the education of our 17,000 children, strengthen our schools' Christian ethos and continue to grow our presence in the community.
- C.5 The Administration and Communications Team provides support to parishes as well as carrying out the multiplicity of tasks necessary to running the church regionally, and as part of a national church.

KEY TO ABBREVIATIONS

- AH Aylesford Holy Trinity
- AS Aylesford St Augustina
- C Chisworth
- CH Camberley Heatherdale
- CM Camberley St Martin
- CU Cuddington
- DP Dorking St Paul
- EB Epsom St Barnabas
- EH Egham Hythe
- EM East Molesey St Mary
- EP East Molesey St Paul
- ES Ewell St Mary
- EW Ewell St Francis
- EX Extra Parochial
- F Farnborough (Guildford Cathedral)
- FG Farnborough St Peter
- FC Farncombe
- FG Farnborough Good Shepherd
- FM Farnborough St Mark
- G Gosdworth Park
- GA Guildford All Saints
- GC Guildford Christ Church
- GE Guildford Emmanuel
- GH Guildford Holy Trinity
- GN Guildford St Nicolas
- GP Guildford St Peter
- GS Guildford St Saviour
- GW Guildford Westborough
- H Hascombe (detached)
- HB Hale with Baldshot Lea
- HH Howell Hill
- HS Holmsbury St Mary
- HW Hinchley Wood
- K Knaphill with Brookwood
- LB Little Bookham
- LD Long Ditton
- O Otlands
- SD Stoke D'Acremon
- SH Shortemill
- SM St Martha-On-The-Hill
- ST Stoneleigh
- T Thames Ditton
- TC Tattenham Corner & Burgh Heath
- W Witley
- WB Woburnish with Blackheath
- WE West Ewell
- WH West Horsley (detached)
- WM West Molesey
- WC Woking Christ Church
- WP Woking St Paul
- WS Woking St Mary

