

# Bishop of Portsmouth

STATEMENT OF NEEDS



THE CHURCH  
OF ENGLAND



Diocese  
of Portsmouth



# OUR VISION



In 2016, we embraced the Live | Pray | Serve vision designed to ensure that mission became the central driving force for change, rather than finance. We aim to:

- **Live** as disciples of Jesus Christ;
- **Pray** individually and in community to know God's will; and
- **Serve** the people among whom we live and work.

As we emerge from the Covid pandemic in 2021, our vision remains the same – but the pace of change has shifted up a gear as we cope with new challenges and opportunities.

Our purpose is to aim for growth in:

- **Depth** of our discipleship;
- **Impact** in our local communities and in society;
- **Number**, so that more people know God's love and become his disciples.

Our values determine how we go about fulfilling our vision. We seek to be:

## COURAGEOUS

- bold in our actions, willing to make decisions that we and others have shied away from in the past, and not just for the sake of those left within our churches, but for those who might never consider entering them.

## COLLABORATIVE

- reforming our structures so that people are better able to work together, across parishes, deaneries, ecumenically, and throughout the diocese, because we believe that we are one body with many parts all working in the service of God.



## **GENEROUS**

- sharing our time, money, and other resources with those who have least, being patient and supportive as communities discover and offer their own gifts, consciously and prayerfully choosing to let our resources follow what we believe God is asking us to do in mission.

## **RESOURCEFUL**

- being good stewards who see that God gives us what is sufficient to do God's work, who make the most of what we have, and who take opportunities for mission as they arise.

## **PIONEERING**

- following the first disciples after Pentecost, considering with fresh and transformed eyes what we need to do to reach others with the good news of Christ, being willing to let go of the habits which hinder us, and to put others and their faith first.



# WHAT QUALITIES DO WE NEED IN A NEW BISHOP?



We are praying for a bishop who embodies our five diocesan values. He or she would be a visionary leader who is:

## **COURAGEOUS**

- able to have and hold their own vision, while encouraging open and honest debate to shape and share ownership;
- comfortable with having the difficult conversations, confident enough in their own ability to enable and develop the leadership of others, and able to model vulnerability as well as confidence.

## **COLLABORATIVE**

- a relational leader who can be a model and exemplar of team ministry and collaborative leadership with a sense of humility giving equal weight to clergy and laity in their approach.
- dedicated to communication and openness, and able to relate naturally across generations.
- able to engage authoritatively and with integrity with structures beyond the diocese to shape the wider life of communities.

## **GENEROUS**

- willing and wanting to share ministry with others, approachable and open with a pastoral heart.
- generous of spirit and generous with time.
- valuing different practices and beliefs and bringing a sense of unity

## RESOURCEFUL

- pragmatic and innovative, able to use the skills and gifts of others, and to create an effective team.
- able to shape teams and resources to meet the need, a leader who can enter and build on the journey of change.
- looks to build on what we have, celebrating what God gives in abundance.

## PIONEERING

- mission-orientated, and looking for the places God is active beyond the church buildings as well as within them.
- strategic in enabling every generation to see and respond to God's presence and calling, permission giving and unafraid of failure.
- willing to let go of those things which do not support our mission and purpose.



# KEY FEATURES OF THE DIOCESE

As a Diocese we:

## COURAGEOUS

- need leadership to enable us to move on in our journey of transformation, implementing and embedding the changes – as well as shaping and responding to its impact, including on clergy wellbeing. While the diocese has committed and entered into a period of change, there is need for skill and wisdom in holding together those who are excited and those who are hurting
- are continuing to develop our shape and mission, enabling every Christian to hear and respond to God’s calling in their life, we need to encourage people to be brave in living and sharing their faith.

## COLLABORATIVE

- are seeking a step change in our understanding of every member ministry and need to build the confidence of the clergy in building up and empowering the laity.



## **GENEROUS**

- are geographically compact but cram a lot in. We need a bishop who will enjoy being immersed in the life of our communities, and welcome the opportunities to engage with all parts of the Diocese on both sides of the Solent.
- have begun to engage with the Living in Love and Faith process, and need a leader who can be inclusive, and also generous to the views of all – to enable everyone to engage with the process.

## **RESOURCEFUL**

- make a strong contribution to the wider life of the Church of England, considering our size and resources.

## **PIONEERING**

- are committed to look outwards, and need a bishop who will lead and enable us in engaging with those who see the church as irrelevant. The diocese has a recognised role in convening social and community life in and beyond the city, and the bishop is a key figure in this.
- value being a mixed ecology of churches including planting, pioneering, fresh expressions as well as established churches and communities.





# WHERE WE ARE

The Diocese of Portsmouth covers south-east Hampshire and the whole of the Isle of Wight. It is small for a Church of England diocese, but embraces a wide range of geography and demographics. It stretches from the village parishes within the South Downs National Park in the north, to the Victorian seaside resorts of the Isle of Wight in the south. From west to east it covers the rural areas of the Meon Valley through the suburban communities of Fareham and Gosport, and across to Emsworth on the West Sussex border.



It includes brand new suburban housing developments along the M27 corridor, and the densely-populated urban terraces of Portsmouth. The city is the historic home of the Royal Navy, and also home to the thriving student population of the University of Portsmouth. The population of the diocese, which is now 790,000, has grown by 100,000 in the past 30 years.



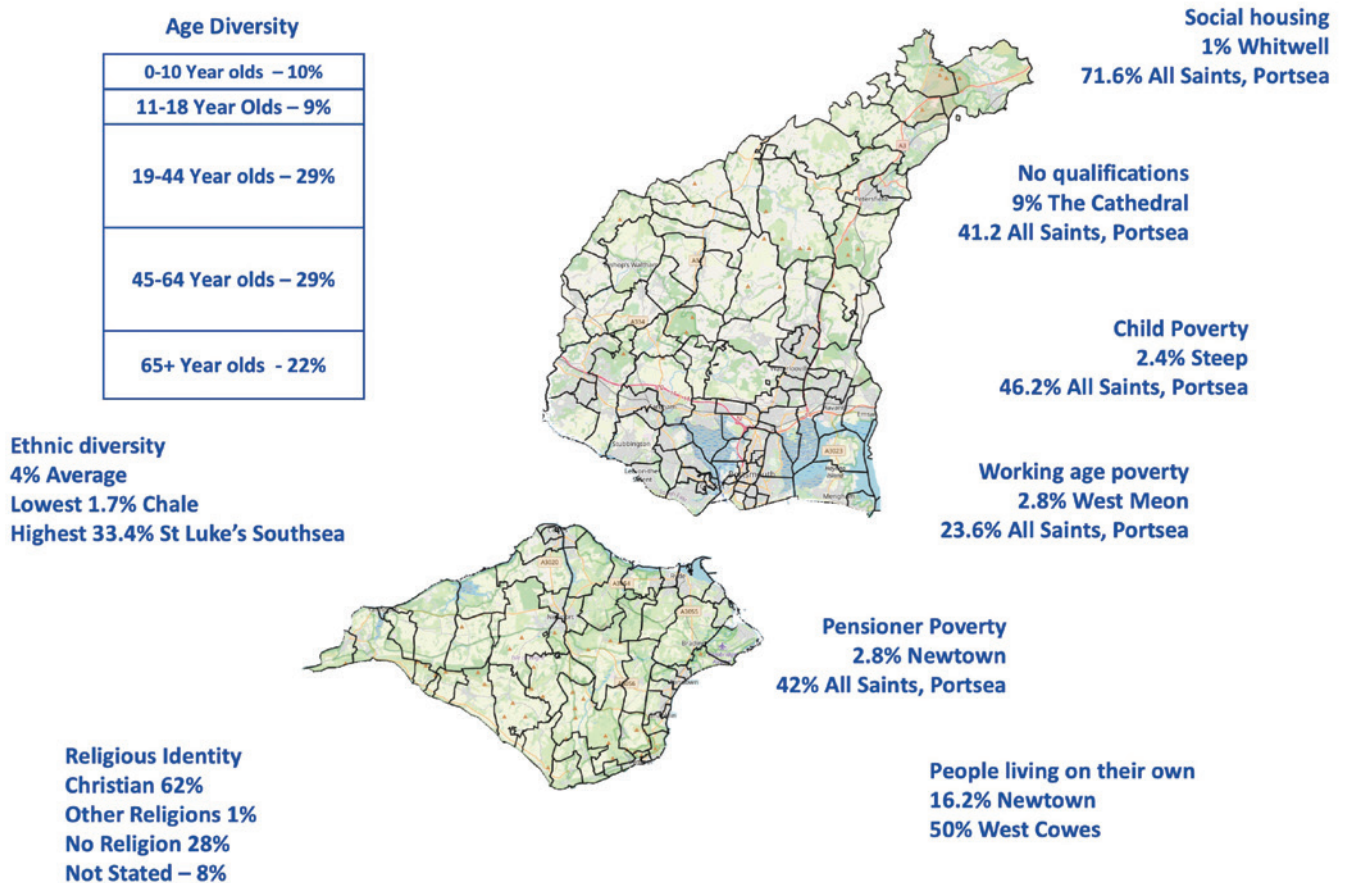
Economically, the Naval Base is still a big employer, and the Gosport peninsular is traditionally home to many naval families. The tourism industry is significant, especially on the Isle of Wight, but the seasonal nature of many of these activities means there can be significant deprivation. The diocese embraces everything from traditional rural farming communities to innovative businesses with a focus on sustainability. Strong connections between the Church, the Navy, the university and local authorities offer welcome opportunities for integrated work that contributes to the development of flourishing communities.

The Isle of Wight is a county in its own right, and Portsmouth City Council is a unitary authority. Both are committed to investing in infrastructure, amenities and commercial development. Coupled with a strong entrepreneurial drive, the area is an exciting place to live and work. But there is a challenge to ensure that people do not get left out or left behind.



The challenge of the diversity found within our diocese can be seen by comparing the proportion of social housing, which is 72 per cent in All Saints parish in inner-city Portsmouth, compared to 1 per cent in the village of Whitwell, on the Isle of Wight. Ethnic diversity is at its highest, at 33 per cent, in St Luke’s, another inner-city Portsmouth parish, and lowest at 1.7 per cent in Chale, another island village parish.

Overall, 62 per cent of population would describe themselves as Christian, with just one per cent part of another faith group, 28 per cent describing themselves as having no religion.





# WHO WE ARE



Established in 1927, we are one of the smaller dioceses and we are often considered to punch above our weight in terms of our innovative approach, and our engagement with the wider Church through participation in various groups and bodies, regionally and nationally.

Our size means there is a genuine sense of belonging. Most of those in licensed ministry know each other and many of the laity will also know many other people from across the diocese, both lay and ordained. The development of partnerships or small clusters of parishes has led to a greater sense of shared ministry and mutual support. The bishop is able to ‘know’ and ‘be known’ by many.

Our diocese has a simple leadership structure. There are no suffragan bishops. The bishop is supported in ministry and leadership by three archdeacons: Portsdown, the Meon (currently covered by an acting archdeacon), and the Isle of Wight (a half-time post linked to a parish role).

Alongside the archdeacons, the bishop’s senior staff includes the Diocesan Secretary and the Dean of Portsmouth. The post of bishop’s chaplain is currently vacant.

There are three places of focus for the diocese where teams gather and from which work is carried out: Bishopsgrove (the bishop’s house and office, based in Fareham), Peninsular House (the diocesan office, in a shared office building in Portsmouth near the M275) and our cathedral, situated in the oldest part of the city, near travel links to the Isle of Wight.



The three archdeaconries are made up of seven deaneries. They embrace a total of 133 parishes and 167 church buildings. A total of 86 stipendiary clergy minister to approximately 8,900 worshippers and lead mission in their local communities alongside a large number of non-stipendiary clergy, active retired clergy and a network of Readers.

We value the ministry of men and women clergy as integral to our diocese, and so our next bishop must be someone who is willing to ordain both. Our bishop must also be the focus of unity, holding together the different theologies, ecclesiologies and positions in the spirit of mutual respect and meaningful engagement. That sense of belonging means that all expressions of Anglicanism maintain a good relationship with each other, as expressed by the five Guiding Principles. The next diocesan bishop will also need to be someone who is able to sustain this as well as enable and ensure proper provision for those theologically unable to accept the ordination of women.

Developing our lay ministry has been a central part of our strategy in recent years. There are currently 67 licensed lay ministers (Readers) and 57 with Permission to Officiate. There are also lay pioneer ministers, who have received specialist training at CMS in Oxford and receive oversight and development from the Dean of Pioneer Ministry.



Many parishes also benefit from the skills of lay people who have been commissioned to specific ministries, including Lay Pastoral Assistants, who provide valuable support in pastoral ministry; lay worship leaders, who help to lead services; children and youth workers in parishes; and lay spiritual directors, who have been expertly trained to provide spiritual direction. Those such as churchwardens and parish treasurers have been encouraged to see their work in a more mission-focused way, collaborating with their clergy in the Leading Your Church into Growth programme, which 85 per cent of parishes completed. The development of lay ministries and vocation is a key area of work for continued development under Live | Pray | Serve.

There are also 38 Church of England schools in the diocese, all primary, infant or junior schools except for one secondary academy on the mainland, and two joint C of E/Catholic schools on the Isle of Wight



which teach pupils to the age of 18. There are five C of E academies overall and six affiliated schools within the diocese. Overall, our C of E schools in the diocese teach 13,244 pupils, which represents a significant spiritual influence on our communities.

## **INCLUSIVITY**

The diocese has prided itself in seeking to celebrate diversity, including in terms ethnicity, gender, LGBTQ+ identities and disabilities. The senior leadership team has reflected an expressly inclusive approach to ministry, in both the language used, and the decisions taken; this has included an open attitude to the spectrum of LGBTQ+ identities. We recognise, however, that this same inclusiveness entails listening to, and respecting, the rich variety of theological traditions within the diocese.

There is a Living in Love and Faith Advocate in place and a group to take forward the process of discussion, listening and learning together, in the Diocese as a whole. Our next bishop must be ready to use their theological discernment, humanity and interpersonal skills, to help facilitate these important next steps, in order to provide a diocesan input into the national processes relating to identity, sexuality, relationships and marriage.



# WHO WE WORK WITH

As the Church, we are passionate about working alongside those who share our values. Our engagement with society has been an important aspect of the mission of our diocese, as expressed through the work of the Council of Social Responsibility, a separate charity within the diocesan central structures.

Working in partnership with local authorities, the university, the Royal Navy and many other local organisations often prompts the creation of specific projects that can help to transform society. One example, the Good Neighbours Network, means a team based in our diocesan offices co-ordinates a network of more than 100 voluntary care groups across Hampshire (which includes parts of Winchester Diocese).

There are good relationships and links among the ecumenical church leaders and interfaith church leaders in the area, which has resulted in fruitful ecumenical connections, projects and activities. The diocese includes a number of chaplains serving in education, including the university, the NHS, the navy, the police and the prison service, as well as ecumenical teams of chaplains both lay and ordained in a number of other contexts.

Our official overseas link is with the Anglican Church in Ghana via the Inter-Diocesan West Africa Link (IDWAL). Numerous parishes have their own individual relationship with parishes, deaneries and dioceses across the country, and exchange trips have happened regularly.






# OUR CENTRAL TEAM



Our diocese has a small, dedicated central team of staff, who help to deliver our priorities under our Live | Pray | Serve strategy, and support our parishes, chaplaincies and schools at the frontline of our mission and ministry.

This staff team is motivated by an ethos of service and seeks to live out the five diocesan values as they serve others. Led by the Diocesan Secretary, the team is 47 individuals (37.92 FTE) who work across five teams within the diocese, 13 of whom (12.4 FTE) also work across other dioceses:

1. Our **Mission and Education** team, led by the diocesan director of education, works across both Portsmouth and Winchester dioceses. It supports C of E schools across the entire area covered by Hampshire and the Isle of Wight local authorities. That means there is one joint Board of Education across both dioceses. And this is the area that requires collaboration at episcopal level, as well as operationally.
2. Our **Lay and Ordained Ministry** team covers all the areas in which we support clergy and lay ministry at the frontline. That includes lay and ordained vocations, which are integral to our vision. The four-strong safeguarding team are now part of this team, keeping safeguarding training closely linked to other forms of training, and Ministerial Development Reviews.
3. Our **Resources and Strategic Implementation** team, under the leadership of the deputy diocesan secretary, implements many of the statutory functions of the diocese. That includes support for the DAC and the development of church buildings, clergy



housing, and synodical governance – as well as the implementation work relating to current Strategic Development Fund projects and the transformation programme linked to our Live | Pray | Serve vision.

Our diocese is part of a consortium for IT services alongside Winchester and Guildford dioceses. This team therefore also supports the IT operation in our diocesan office, Bishopsgrove and the Archdeacons' offices.

4. Our **Mission and Social Transformation** team seeks to link mission and discipleship development, in terms of stewardship and youth and children's work, with our work on social justice. Through the transformation programme, we are exploring how best to resource and support this work with newly-configured and combined posts. This team also links to the Council for Social Responsibility which is now a separate legal entity, through which social engagement and enterprise work is undertaken, as well as running the Good Neighbours Network.
5. Our **Finance Team** works across the dioceses of Portsmouth and Winchester, providing strategic and operational finance support. This collaboration enables both dioceses to employ a highly-skilled team in the most cost-effective way.

Separately from these five teams, the communications adviser and webmaster are involved with all aspects of diocesan life and report directly to the Diocesan Secretary, while also working closely with the bishop and senior staff.

# VOCATION AND TRAINING

In 2020 four new deacons and five priests were ordained and five new Licensed Lay Ministers were licensed. Nine candidates were sent to BAP and a further nine were recommended for training. Four candidates were also selected for LLM training. We expect to maintain these recommendation and selection levels during 2021-2023.

Those in training either go into residential training or train locally in the **Portsmouth Pathway**, which is our diocese's course for training licensed lay ministers and ordinands, and is done in partnership with Ripon College Cuddesdon.

It is based at St Luke's Church in inner-city Portsmouth, and combines the learning of academic theology, the development of skills for ministry and the encouragement of spiritual formation. The teaching takes place on Tuesday evenings during term time and at some weekends. One of the virtues of the course is that Readers-in-training and ordinands study together, and so experience and recognise the benefits of deeply collaborative ministry.

The courses also include residential weekends at Cuddesdon for both ordinands and Readers-in-training. Ordinands also have one residential week at Cuddesdon per year. This enables periods of more intensive study and allows students to meet those from other dioceses who are also preparing for public ministry. The three-year course leads either to a Higher Education Certificate or Diploma, both of which are accredited by Durham University.





# OUR CATHEDRAL



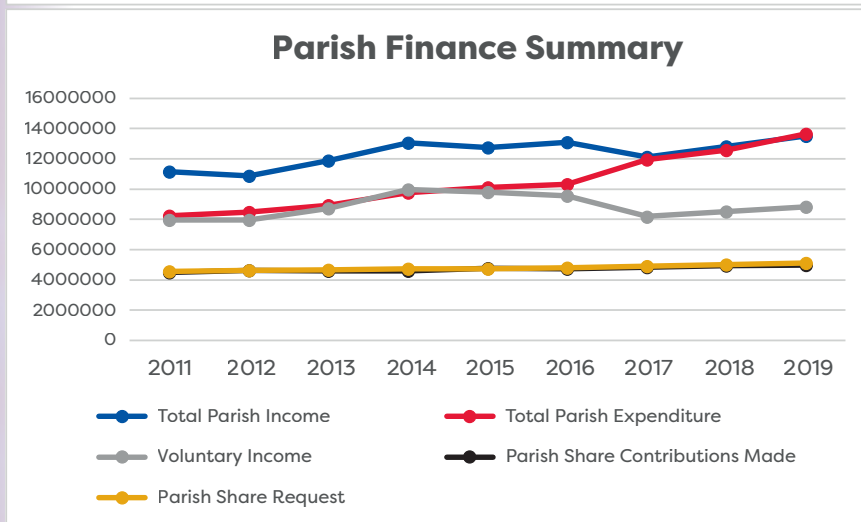
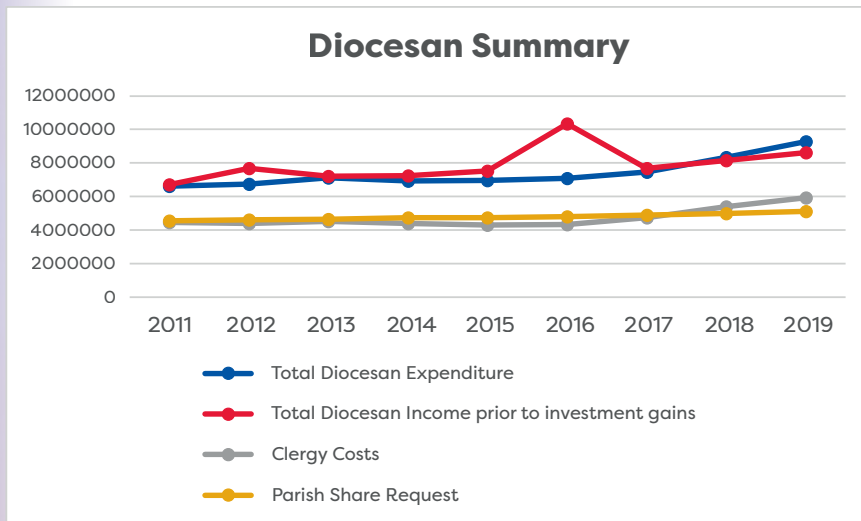
As with the diocese, Portsmouth Cathedral (known as the ‘Cathedral of the Sea’) is nearing its centenary celebrations in 2027.

The building itself has a 12th century east end as well as a nave enlarged in the twentieth century, and is also a parish church, serving the part of the city known as Old Portsmouth. This dual role reflects its life as a focus for diocesan celebrations and gatherings, and a servant of the local community and wider city.

The Dean is supported by four residentiary canons – two funded by the Church Commissioners, two holding diocesan posts and having responsibility for Ministry and Social Transformation respectively – and a small, able staff and volunteer team.

Our cathedral’s vision and strategy was recently refreshed and describes the cathedral as “a beacon and safe haven, anchored in Jesus Christ”. Amongst the six strategic objectives is financial sustainability, reflecting the challenges it still faces.

There is a commitment both to the Anglican choral tradition and to diversifying its worship and outreach. Efforts are being made to build a greater civic and community profile, and its strategy also speaks of working alongside the bishop and diocesan colleagues to be connected more effectively to the whole diocese.



**BETWEEN 2011 AND 2019:**

**Parish income has grown by 18%**

**Parish Voluntary income grown by 10%**

**Parish share increase by 11%**

**Parish share receipts grown by 10%**

**Other diocesan income grown by 18%**

**Parochial clergy costs grown by 25%**



# OUR FINANCES



Across the diocese there is a mix in terms of parish finances and sustainability. 2020 increased the level of challenge for parishes due to the restrictions imposed as a consequence of the global pandemic. The impact of this at parish level was varied with some parishes relying on reserves to meet parish share.

Within the DBF finances, investments perform well and are effectively managed with the support of a bespoke Advisory Group, grant income continues to be stable and this includes Lowest Income Communities Funding from the National Church. Reserves are also well managed and appropriately used to support the strategic direction of the diocese. Diocesan expenditure is accurately budgeted and well controlled by budget holders.

The diocese has a strategic plan to develop initiatives to strengthen and diversify income streams as well as improve giving levels. This is alongside the significant journey of change in the diocese.

As a diocese giving levels rested at £12.80 pw in 2019. The diocese has embraced the Parish Giving Scheme with a high proportion of parishes actively using the scheme. The Stewardship Adviser is implementing a new giving strategy which seeks to further embed this area of discipleship in parish life, with the focus moving to the depth of engagement with stewardship and the use of the PGS in each parish. Work is also underway to further develop stewardship practices in our mixed ecology of churches in the diocese, including in church plants, fresh expressions, and the pioneer context.

Historically, parish share receipts in the diocese have been high – usually between 96-98%. 2020 saw a drop in receipts to 89% and

while this was much higher than originally anticipated during the course of the year, it nevertheless increased the financial challenge faced by the DBF from the budgeted deficit for 2020.

It is this financial challenge which has meant that the implementation of the vision for the diocese has had to pick up pace over the course of 2020 and 2021 so that the DBF finances remain realistic while being lead by the vision and mission.



# WHERE WE ARE ON OUR JOURNEY



Live | Pray | Serve




**courageous** | **collaborative** | **generous** | **resourceful** | **pioneering**

Over the past 30 years, our population has grown 14 per cent, but the number of those attending our churches has dropped by 45 per cent. The number of clergy in the diocese has dropped by 38 per cent, and yet the number of parishes and church buildings has remained broadly static. Our diminishing number of clergy and laity, worship leaders and officers have been continually stretched further and further to maintain and fund historic ministry structures.

We are on a journey of transformation in the diocese. We've imagined together what a thriving diocese might look like in five years' time, with key groups and stakeholders taking part. As part of this we have identified the key elements we need in place to deliver the vision:

- Creating **Visionary leaders** at all levels, enabling others to lead and do;
- Creating **Teams on a mission**, with a clear purpose, the right skills and the right resources;
- Creating **Communities of Kingdom-building disciples**, living out their faith in the communities in which they live and who seek to create more disciples, not just churchgoers. This will be communities of disciples across all generations including



children and young people, not just through the churches but through the schools, colleges and university;

- Ensuring **Growth-enabling structures** are in place to enable change, serve mission and allow people to take risks.

The common theme to emerge from our deanery plans is the need for new ministry structures that include clear, shared local leadership; a purposeful local identity; teams with a mix of lay and ordained ministers; and shared, simplified growth-enabling governance.

The next Bishop of Portsmouth will therefore be joining a diocese seeking to embark on a major programme of change to support mission and growth across the diocese. As well as planning and leading this change programme, the next Bishop will need to take people on the journey and inspire them with the continually evolving vision.



We invite you to join us in prayer:



*Heavenly Father*

*We pray that you will refresh and renew us*

*By your Holy Spirit.*

*Give wisdom and grace to those you call to lead us*

*Help us all to live, pray and serve*

*So that your kingdom may come in our diocese and throughout  
the world.*

*Through your Son, our Saviour, Jesus Christ.*

***Amen***



# Diocese of Portsmouth

1st Floor, Peninsular House  
Wharf Road  
Portsmouth  
PO2 8HB  
023 9289 9650  
[portsmouth.anglican.org](http://portsmouth.anglican.org)



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