

**Bishops’ Chaplain, Adviser & Office Manager**

Thank you for your interest in the post of Bishops’ Chaplain, Adviser & Office Manager. I am delighted to let you have details about the diocese and information about the post. We hope you find the application pack provides all the information you need in order to consider your candidature for this post. If, however, you have any further questions please initially contact Human Resources. Meanwhile, please find below key dates for the appointment process.

# Applications

The post is not available until 1 November 2021 but will start on that date. Applications must be received by Friday 23 July 2021 at noon. Application forms, with a covering letter no more than one side of A4describing what attracts you to this role should be returned to Human Resources either by post to The Diocesan Office, Flourish House, Cathedral Park, Wells, Somerset BA5 1FD, or by email to recruitment@bathwells.anglican.org

As we are a member of the Armed Forces Covenant, we welcome all applications from those you have served in our Armed Forces and their families.

We are committed to building a culturally diverse workforce. As part of this commitment, we welcome applications from people, regardless of their background. As a Disability Confident committed employer, it is important to note that there may be occasions where it is not practical or appropriate to interview all disabled applicants who meet the minimum criteria\* due to high volume. We limit the amount of interviews conducted to five applicants per open post we advertise.

\*Where applicable depending on post requirements.

# Shortlisting

To ensure the fairness of the selection process, shortlisting will be based upon the information which you provide in your application and assumptions will not be made about your experience or skills. We will look for demonstrable evidence that you meet the criteria set out in the person specification. All applicants will be notified of the outcome of the shortlisting process.

# Interview

These will take place in Wells on 4th August 2021. Further details regarding the selection process will be communicated at the time applicants are invited for interview.

# Safeguarding

We are committed to the safeguarding and protection of all children, young people and adults, and the care and nurture of children within our church communities. We will carefully select, train and support all those with any responsibility within the Church, in line with Safer Recruitment principles. This means that we will:

* Ensure that our recruitment and selection processes are inclusive, fair, consistent and transparent.
* Take all reasonable steps to prevent those who might harm children or adults from taking up, in our Churches, positions of respect, responsibility or authority where they are trusted by others.
* Adhere to safer recruitment legislation, guidance and standards.

Further information can be found in our Safeguarding Policy available on the diocesan website. All applicants are required to complete a Confidential Declaration Form as part of our recruitment process when an offer of employment is made. This form is strictly confidential and, except under compulsion of law, will be seen only by those involved in the recruitment/appointment process and, when appropriate, the nominated safeguarding lead or someone acting in a similar role/position. This post will require an enhanced Disclosure & Barring Service check.

All forms will be kept securely in compliance with the Data Protection Act 1998.

Should you decide to apply for this post we look forward to receiving your application and wish you well.

## Background to the post

The Bishops’ Office at the Bishop’s Palace in Wells supports the diocesan Bishop, (currently vacant), and the suffragan Bishop of Taunton, the Rt Revd Ruth Worsley (currently Acting Diocesan Bishop). Bishop Ruth is leading the diocese through a challenging time of change, especially in the light of the pandemic. The Bishop’s role is to lead the diocese in mission and ministry and to provide episcopal oversight and care to the people of Somerset.

## The Bishops’ Staff

The Bishops’ Chaplain will join a Bishops’ Staff which comprises:

* the Suffragan Bishop
* three Archdeacons
* the Dean of Wells
* the Diocesan Secretary
* the Bishops’ Chaplain
* the Diocesan Director of Education
* the Head of Ministry for Mission

This group meets monthly with an annual residential meeting and other awaydays throughout the year as necessary. The Bishops’ Chaplain works with the Bishops in shaping the agenda and following through decisions on their behalf.

The diocese does not have an ‘area system’, and some aspects of episcopal leadership and ministry have been delegated to the three Archdeacons, who exercise oversight, alongside both Bishops, in their own Archdeaconry. Although the Archdeacons have access to the Bishops on any matter, on a day to day basis the Bishops’ Chaplain plays a key role in liaising with them on the Bishops’ behalf. The present meeting schedule is for Bishop Ruth, the Archdeacons and the Bishops’ Chaplain to meet each week on Monday morning at 8.45am for informal prayer and 9-10am for business, and Thursday morning at 8.30 for Morning Prayer and 9-10am for business. This may change as lockdown is eased throughout 2021.

## Diocesan strategy

After some months of prayer, listening, discernment and decision-making, all 19 of our Deaneries are working with their Mission and Pastoral Groups in implementing our diocesan strategy. Our diocesan ‘strapline’ is *Living the story, Telling the story.* In recent months we have worked hard to develop a diocesan strategic approach that will enable parishes, chaplaincies, deaneries and the archdeaconries to re-focus their attention on growth, development and teaching the faith. Deanery Synods, Chapters, Area and Lay Deans and Diocesan Support Service staff have all been involved in consultations.

We now have a clearer vision for the mission of the diocese, its parishes, chaplaincies and schools. Diocesan Synod has supported a new approach which seeks to put mission and evangelism at the heart of all we do. More details are available on the diocesan website.

## The Bishops’ Office in its setting

The Bishops’ Office is part of the larger Bishop’s Palace site, the majority of which is administered by the Palace Trust as a heritage and visitor attraction.

* The Bishop of Bath and Wells and spouse/family will live on-site in an apartment on the first floor, above the offices.
* The Palace Pastor, Revd Rosey Lunn and her husband live in a flat on the upper floor.
* Bishop Ruth and her husband live in Wells about a mile away from the offices.

The Bishops’ Chaplain is responsible for the line management and day-to-day operations of the office team. There is an office team of three people with responsibilities for Bishops’ PA, Diaries and Finance; Welcome, Administration & Volunteer PA; and Bishops’ and Chaplain’s PA for Correspondence.

The Palace Pastor is a House for Duty post under a Bishop’s Mission Order. The Palace Pastor has a ministry to the Bishops, Bishops’ Office staff, Palace Trust staff, volunteers and visitors, and is responsible for the Bishop’s Chapel. She is also the key liaison person between the Bishops’ Office and the Palace Trust.

The Bishop’s Palace is next-door to Wells Cathedral and a short walk (15 mins) from the Diocesan Office.

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## Job Description

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| **JOB TITLE:**   |   | Bishops’ Chaplain, Adviser & Office Manager  |
| **LOCATION:**   |  | The Bishops’ Office, The Bishop’s Palace, Wells, Somerset BA5 2PD. The Chaplain has a designated office in the Palace with laptop and printer provided.  |
| **ACCOUNTABLE TO:**   |  | The Bishop of Bath and Wells and the Bishop of Taunton and those they nominate  |

**KEY RELATIONSHIPS:**

The Bishop of Bath and Wells

The Bishop of Taunton

The Bishops’ Diary and Finance PA

Welcome, Administration & Volunteer PA

Bishops’ and Chaplain’s PA for Correspondence

Palace Pastor

Archdeacons and their PAs

Area and Lay Deans

The clergy and Laity of the Diocese

Diocesan Secretary

Staff at the Diocesan Offices

The Dean of Wells

Wells Cathedral staff

CEO of the Palace Trust

Staff of the Palace Trust

The Registrar and other post holders in the Diocese of Bath and Wells

The wider community of the diocese, including key leaders.

### KEY PURPOSE OF THE POST

* To assist and advise the Bishops in their episcopal functions.
* To provide spiritual support to the Bishops through prayer

and encouragement.

* To line-manage and support the Bishops’ support staff and oversee their work.
* To help shape the visions, values, mission policies and strategies of the Diocese.
* To act as both gatekeeper and a bridge-builder from the Bishops’ Office to the Diocese and Cathedral.

**MAIN DUTIES AND RESPONSIBILITIES:**

### General

1. Act, as required, as the Bishops’ personal representative with individuals, with parishes, at particular events/meetings, on task groups within the Diocese and with representatives of the wider communities in the diocese.
2. To engage with public theology and advise the Bishops concerning matters of mission and theology.

1. Assist the Bishops with daily routine matters, including contact - face to face, by telephone, email, zoom, Microsoft teams and correspondence - over matters of a pastoral, theological, liturgical and disciplinary nature. This includes drafting letters in the Bishops’ name which may have particular sensitivities, and responding in their own name to letters addressed to the Bishops where appropriate. Other correspondence is handled by the Correspondence PA. Some PA assistance and support for the Chaplain is provided in the Bishops’ Office by the Bishops’ and Chaplain’s PA for Correspondence
2. Be a companion to the Bishops in theological reflection and endeavour.

1. Resource the Bishops’ ministry in the Diocese, the wider church and the community by undertaking theological research, providing occasional briefings and supporting the preparation of material for speaking engagements.

1. Together with other senior staff in the Diocese, carry out a number of Ministry Development Reviews each year.
2. Chair all safeguarding core groups involving clergy on behalf of the Bishops and report back appropriately. Core groups, in which the subject is a lay person are chaired by the relevant Archdeacon.

1. Be willing sometimes to drive the Bishops to functions that they are attending.

1. Undertake whatever other tasks the Bishop may reasonably require.

### Office Management

1. Lead the Bishops’ office team, sometimes known as the Bishops’ Ministry Support team (BMST) in their twice weekly office team meetings. The BMST meets each Monday for a Bishops’ diary review and on another day of the week (Wed/Thurs) for ongoing work review. The Monday meeting is attended by the Bishops. Oversee heir workloads and responsibilities of the three PA members of staff. Develop and support each member of staff through occasional 1:1 meetings and help to build and maintain a ‘team approach’ within the Bishops’ Office. Carry out annual Performance Development Reviews with the staff to help them maximize their contribution to the work of the Bishops and their own personal development. Be available for individual discussions. Organise induction of new staff and suggest/provide training opportunities where appropriate.
2. Ensure that office procedures are fit for purpose and properly implemented including IT, telephony, health and safety and cleaning.

1. Help to maintain and build on the effective and efficient communication which exists among the Bishops’ Staff and between the Bishops’ Office and other offices, particularly the Diocesan Office, the Cathedral Office, the Communications Team, the Diocesan Safeguarding Adviser and the Diocesan Registry.

1. Attend the Bishops’ Staff meetings and help with its organisation including an annal retreat. Attend, as an observer, the Bishop’s Council and Diocesan Synod. Organise the Bishops’ meetings with Area and Lay Deans (4 per year).

1. Work with the Bishops’ Diary PA to ensure that the Bishops are fully and appropriately briefed for all engagements. Support the Bishops in their preparation for House and College of Bishops’ meetings and the General Synod.

1. Build on good working relationships with the Church Commissioners, and particularly the Bishoprics and Cathedrals Department, to ensure the adequate provision of support for the Bishops’ Office and the proper maintenance of the Bishop’s Palace.
2. The Bishops’ Chaplain is a key player and leader in the annual ordinations. This is in conjunction with the Vocations team. The ordinations planning group meets four to five times annually to organise June/Jul ordinations and September ordinations.

### Legal

1. Liaise with the Registry with regard to ordinations; the issue of licences; and other legal documents.

1. Act as the Bishop’s Data Protection Compliance Officer for ensuring that the provisions of the GDPR Act 2018 are followed; this includes processing subject access requests, maintaining and ordering clergy blue files, and providing advice to the Bishop as necessary.

1. Liaise with the Registry and others, as requested, on matters relating to Clergy Discipline, Capability and Grievance processes.

1. Represent the Bishop on the Diocesan Safeguarding Panel, chair core groups (clergy only) and support the Bishops in fulfilling responsibilities for safeguarding.

### Liturgy and Worship

1. Share with the Bishops in worship.

1. Liaise with the Dean and the Precentor in relation to episcopal services in the Cathedral and with parochial clergy in relation to services at which a Bishop will preside in parish churches and chapels. Prepare the Bishops’ orders of service where necessary and check draft orders prepared by parishes.

1. Attend the Bishops in the Cathedral on principal feasts and at ordinations, and other major services, such as the installation of prebends. Attend the Bishop on occasion at institutions, licensing services, confirmations and other services in the Diocese.

### Pastoral

1. Act as confidant and pastor to the Bishops, providing priestly counsel and spiritual support to the Bishops in their own ministry; praying constantly for the Bishops and often with them.

1. Be available as someone to whom the Bishops can talk in complete confidence.

1. Provide pastoral care and support to members of the Bishops’ staff team and when appropriate to the Bishop’s household.

1. To work with the Palace Pastor in fulfilling these responsibilities.

**Support**

It is recognised that the Chaplain holds many streams of work to support the bishops in their work. Clergy will often contact the Chaplain over many and diverse aspects of Church of England practice as well as parochial life. The Chaplain, therefore, needs to know where support may be found for this rich and varied service of bishops, clergy and lay colleagues. A number of forms of support are available to assist them in their work.

First, the national *Crosier* network (specifically for Bishops’ Chaplains) forms an email peer support. Questions can be asked about any subject relevant to the work of a Chaplain and colleagues will pool their knowledge and practice across dioceses. There is also an annual *Crosier* residential conference held in May each year normally over three days, to swap good practice and support one another. Second, the Chaplain meets with the bishops and others to pray and share their reflections on a weekly basis. Presently, this is by zoom call with the Archdeacons on Mondays and Thursdays, however as lockdown eases this practice may be adapted. Third, the outgoing Chaplain has pledged to offer an induction process which will be as comprehensive as possible. This will take place in the first two weeks of the post holder’s commencement of work. Fourth, a day visit to Church House Westminster and Lambeth, to meet staff and know the responsibilities of the Church Commissioners’ HR and other departments will be made available as soon as is reasonably possible. Legal support is available through the Registrar and staff of the Registry. Other forms of support can be negotiated with the Chaplain’s line manager.

## Person Specification

The person appointed will:

1. Be episcopally ordained in the Church of England or a Church in full Communion with it. This means an ordained Anglican cleric who can conduct worship on behalf of the Bishop and administer all sacraments appropriate to the Church of England. This post has attached to it a genuine occupational requirement under the 2010 Equality Act, Part 1, Schedule 9.

1. Be educated to degree level.

1. Have a lively and robust intellect and be theologically well qualified (a higher level degree in theology would be an advantage but is not essential); be able to relate theology to the mission of the Church and issues of contemporary culture and society.

1. Be mature in outlook with a deep and secure faith with a rich pattern of daily worship and well-established spiritual discipline.

1. Show evidence of initiative, imagination and creativity, whilst being content to share the Bishops’ vision and priorities for ministry; be able to work to the Bishops’ agenda, recognising that some of the Chaplain’s work, and the credit for it, is inevitably of a ‘hidden’ nature.

1. Demonstrate an understanding of and a commitment to the Diocesan Vision and Strategy.

1. Be a good team player who can work well with others.

1. Oversee the Bishops’ Office and have the required attitude and experience to manage the staff.

1. Be adaptable and flexible, able to enjoy working under pressure, to prioritise tasks and work to deadlines. Have the stamina to cope with a physically, emotionally and spiritually demanding post.

1. Possess the skills in human relations necessary for effective pastoral work; be able to handle difficult and sensitive matters with tact and diplomacy; be able to maintain strict confidentiality.

1. Be liturgically sensitive and skilled.

1. Be able to see the big picture while being capable of accurate attention to detail; have good political judgement and ability to spot the implications of particular issues and courses of action.

1. Have proven administrative, drafting and research skills; be computer literate, familiar with e-mail, word processing packages and the use of data bases.

1. Be able to communicate effectively with a wide range of people belonging to institutions, organisations and other groups beyond the Church of England.

1. Be spiritually motivated and able to see opportunities for service and the proclamation of the gospel even in the most routine matters.

1. Have a full driving licence.

This post will require an enhanced Disclosure & Barring Service check.

## General Conditions

### Standards of Behaviour and Conduct

The Chaplain, like all staff, is expected to act at all times with due consideration for others and in a manner befitting their position as an employee of the Church and as a professional. Due regard must be given to the Guidelines for the Professional Conduct of the Clergy.

### Health and Safety Responsibilities

Like all staff the chaplain is required to ensure that they understand and accepts the legal duties placed on them by the Health and Safety at Work Act not to endanger themselves or others and by the Management of Health and Safety at Work Regulations to co-operate with colleagues and management in the control of health and safety at work. And therefore:

* to read and understand and abide by the health and safety policy;
* to make themselves familiar with accident and emergency procedures on the site;
* to make themselves familiar with the findings of any risk assessments which might affect them;
* to inform the Bishop immediately of any health or safety deficiencies or dangerous situations or near misses;
* to set a good personal example in respect of health and safety.

### Confidentiality

The Chaplain must not pass on to unauthorised persons any information obtained in the course of their duties without the permission of the Bishop.

# Main Terms and Conditions

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| Hours of Work  | 37.5 hours per week (some work will be in evenings or at weekends)   |
| Salary  | £30,078 plus housing allowance |
| Relocation  | Relocation expenses are available  |
|   |   |
| Accommodation  | There is no accommodation provided with this post as a full salary is paid to the postholder.   |
| Pension  | Non-clergy staff will be automatically enrolled into the in the Pension Builder 2014 Pension Plan (PB2014) in line with legislation unless they choose to opt out. Clergy already in the Church of England Funded Pensions Scheme (CEFPS) will have the option of either remaining in this scheme or joining the CAPF scheme.Bishops Staff have an income protection insurance arrangement. To be eligible for cover under this policy an employee must be a member of the (PB2014) scheme. Please note that insurance cover is not necessarily automatic, and that underwriting may be required by the schemes in some instances (for example if you do not join the scheme at the first available opportunity or opt out of the scheme and subsequently re-join). Cover will be subject to any terms and conditions laid down by the insurance company. |
| Holiday  | The Chaplain is entitled to 25 weekdays paid annual leave per leave year. This is exclusive of public and additional holidays. The leave year runs from 1st January to 31st December. Dates for leave have to take into account the Bishops’ own dates for leave and those of others within the office to ensure adequate cover in the Bishops’ Office.  |
| Expenses  | Working expenses will be reimbursed on a monthly basis by the Bishops’ office.   |
| Probation  | There will be a probationary period of six months.   |
| Appraisal  | There will be an annual appraisal by the Diocesan Bishop and an episcopal review every two years by a senior colleague.   |
| Notice  | During the probationary period the employment may be terminated byone month’swritten notice on either side or by pay in lieu of notice by your employer. Once your appointment is confirmed the notice period will be extended to three months on either side or by pay in lieu of notice by your employer. Should you be summarily dismissed on the grounds of gross misconduct, your employment will be terminated without notice.  |

# About the diocese and its setting

The Diocese of Bath and Wells was founded in 909 AD. Although it is middle-ranking in terms of population 915,000 (26th out of 43), in term of size 1,614 square miles (11th biggest) it is a large diocese, and this is reflected in the numbers of parishes (469 - 5th highest) and benefices (186 - 12th highest). There are 564 churches. Six parishes have passed resolutions for alternative episcopal oversight. The diocese is committed to, and will observe, the House of Bishops’ Five Guiding Principles relating to men and women in episcopal ministry. There are 280 licensed clergy and 350 clergy holding the Bishop’s Permission to Officiate.

The map gives an idea of the spread of benefices across the 19 Deaneries. The most populous Deanery (and smallest in size), Bath has 23 benefices, while the least populated and largest by size, Exmoor has 8. To drive the 80-odd miles from one extreme to the other would take a good 2½ hours.

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## Geography

The diocese of Bath & Wells is nearly coterminous with the traditional county of

Somerset (there are a couple of parishes in Dorset). It is a diverse region with

* an extensive coastline along the Bristol Channel, often referred to as the Somerset Coast
* three Areas of Outstanding Natural Beauty – the Blackdown, Quantock and Mendip Hills
* a large part of the Exmoor National Park
* the wetlands of the Somerset Levels

Transport is patchy: apart from the M5 from Bristol past Taunton, the county has no significant dual carriageways. The main A roads are radial routes from Bristol (A37, 38), and E-W crossings (A30/303 in the south and A39/361 across the centre). The main rail links are the London Paddington main line to the West Country through Taunton, and routes to London from Bath, Templecombe or Castle Cary. Bristol Airport lies in the north of the diocese. Bath has a distinct identity from much of the rest of the county, and the proximity of Bristol exerts a powerful influence on commuting and employment patterns.

## Politics and Social Structure

Whilst the name Somerset has historical resonance, in reality this is not a naturally cohesive County. Politically the county is split between two Unitary Authorities in the north (Bath & North-East Somerset and North Somerset) and Somerset County Council (with five district councils) in the South

Apart from BBC Somerset, there are no broadcast or printed media exclusively for the whole county, though independent radio and the Western Daily Press also cover the area. Local identity and history are of importance, especially in rural areas, with some local memories stretching back to the civil war!

The diocese is currently served by nine Members of Parliament.

## Population

The population of just over 915,000 has grown by 6.7% since 2001, faster than the national average, and is projected to grow to about 1 million by 2021. This is almost entirely through internal migration from other parts of the UK, and nearly all the increase in population in the last 10 years is accounted for by over-45s. Outside of Bath, with its student population of 20,000, the county has a much higher proportion of adults over 40 than the national average, and 20% fewer 20s-40s.

The main centres of population fall into three main clusters:

* in the north around Bath and the Bristol commuter belt (Keynsham, Portishead, Nailsea, Clevedon)
* the A38/M5 corridor in the west - Weston-Super-Mare, Bridgwater, Taunton and Wellington (now mostly concurrent with the M5)
* along the A30 and A303 in the south of the diocese - Yeovil, Chard, Crewkerne and Ilminster.

Other significant towns are Frome in the east; and Wells, Glastonbury and Street in central Somerset. Although two-thirds of the diocese (by area) is rural, some two thirds of the population live in urban areas. Between them, Bath, Weston, Taunton and Yeovil account for nearly 1/3 of the population of the diocese. 57% of local people live in settlements of 10,000 or more, and the majority of future housing development is being planned around these urban centres. The local population will become increasingly urban, yet there are still over 500 settlements across the county, many of them small and rural.

## Employment

Farming is important across the diocese but employs fewer people than in the past. The largest employment sectors are retail, manufacturing, tourism, and health and social care. The NHS is the largest employer (above 18,000) in the county, with major hospitals in Bath, Taunton, Weston Super Mare and Yeovil. 15,000 are employed in agriculture, food and drink.

There are some local specialisms and developments:

* Yeovil has a strong cluster of defence and engineering companies
* EDF has a major programme of work and employment with the planned new nuclear power station at Hinckley Point
* Quarrying in the Mendips is still a major activity

There are good employment levels, but there are pockets of severe deprivation in some urban areas.

* Average incomes are below the national average, with full-time pay per residence £561 per week in North Somerset (10% above the national average) falling to £339 per week in West Somerset.
* Though youth unemployment remains below the national average, rates have doubled since the start of the recession.

Rural poverty is, by its nature, less concentrated. Access to cars is higher than the national average. There are however in most villages a significant number of people on low incomes who, because of reduced public transport, have restricted access to shops, health facilities, employment and educational and leisure facilities.

## Education

Church schools are a significant activity of the diocese. 34,500 children attend

Church of England schools or academies. 50% of primary aged children attend a Church of England school. There are 6 Church of England secondary schools and 3 middle schools. The diocese’s Multi-Academy Trust (MAT) is a key player in the educational landscape.

There are three Local Education Authorities: Bath and North East Somerset, North Somerset, and the larger Somerset County Council. All secondary schools are comprehensive.

* 300 plus primary, infant and junior schools cater for ages four to eleven, after which the pupils move on to secondary schools.
* There is a three-tier system of first, middle and upper schools in the Frome area, Cheddar Valley and in West Somerset.

Some of the 53 secondary schools have sixth forms and others transfer their sixth formers to colleges. A significant number of state secondary schools are academies.

There are 15 special schools, and a number of independent schools, including King's College, Taunton, Millfield, Wells Cathedral School and Monkton Combe.

A wide range of adult education and further education courses is available across the diocese in schools, colleges and other community venues. There are tertiary colleges in all the major centres of population. There are two higher education establishments in the north-east of the diocese – the University of Bath (12,500 full time and 3,000 part time students) and Bath Spa University (5,500 students).

## Ethnicity & Religion

Bath and Wells is overwhelmingly ‘White British’ (95%), with significantly lower rates of ethnic diversity and international immigration than England as a whole, even though these are slowly rising. B&NES is closer to the national profile (83% ‘White British’, 8% black, Asian or mixed race), but still below average. ‘White other’ is the only other ethnic group to register above 2%, with pockets of European immigration in some urban centres.

In the 2011 census, 64% of Somerset people put their religion as ‘Christian’, significantly higher than the national average, butstill a drop of 11% over the decade. Over the last 10 years the number specifying ‘no religion’ has doubled to 250,000. Other religious groupings are small: at 3,500 the Muslim population is the next highest, followed by Buddhists and Pagans.

The Somerset Faiths & Beliefs Forum (part of Faithnet Southwest), was established in 2006. There are Mosques & Islamic Cultural Centres in Bath, Taunton, Westonsuper-Mare and Yeovil.

## Leisure and tourism

Local sport and leisure ranges from the all-conquering (Paul Nicholls’ stable in Ditcheat) to the successful (Somerset CCC, Yeovil Town FC and Bath Rugby), with a thriving local club scene in many sports. There are racecourses at Wincanton, Bath and Taunton.

The diocese is rich in cultural opportunities - with literature and music festivals in the well-known centres such as Bath and Wells, as well in the smaller towns and communities. The Glastonbury Festival draws 180,000 visitors each year. Somerset’s autumn cycle of carnivals is the biggest of its kind in Europe.

Somerset, with the exception of Bath, remains for many people a county they pass through on the way to the beaches of Devon and Cornwall. Local authority investment in tourism is low. Nevertheless, in 2010 it was estimated that tourism created £1.08bn of visitor spend and 31,700 jobs.