



Clergy Wellbeing Covenant





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1. From the Bishop of Guildford



The vocation to pastoral and priestly ministry is one of the most privileged, challenging, joyful, exposing, fulfilling and stretching of all callings; and I feel hugely privileged to work alongside such able women and men here in the Diocese of Guildford, who have taken up that challenge and responded to the call of God in their lives.

Reading the Gospels – the parable of the Sower, for example – there is a realism borne out of Jesus' own experience: that much seed we sow will fall on hard ground, will be choked by thorns, or (more dispiritingly still) will shoot up with great enthusiasm before dying back for lack of roots. Some seed, though, will fall on good ground and bear a wonderful harvest. We are not given an insight into the emotional response of the Sower in that parable; but Paul's 2nd letter to the Corinthians is essential reading for everyone in Christian ministry, with all the vulnerabilities of responding to God's call powerfully on display.

In the ordination service, the new priests are reminded to 'remember with thanksgiving that the treasure now to be entrusted to you is Christ's own flock, bought by the shedding of his blood on the cross'; and they themselves, of course, are part of that treasure too. Bishops and archdeacons have a particular responsibility to love and care for the clergy, as together we seek to live out the vision of a Transforming Church, Transforming Lives in a sometimes perplexing and difficult context. Clergy themselves are called to attend to their own wellbeing too, in partnership with those who love them, their colleagues (lay and ordained), and the wider diocesan team.

Over the last decade the Church of England has seen an increasing number of clergy becoming ill through the demands of their work; and our own diocese has not been immune from this worrying trend. Concern for clergy wellbeing has become both a national and a local priority, with this booklet springing out of the work of our diocesan Clergy Wellbeing Group, to whom I am deeply grateful. This is not a finished product, but will hopefully act as a springboard for a new culture of wellbeing to protect the health of the clergy and that of the churches in our charge. We are seeking both to be proactive and preventative, but also to respond compassionately where it all gets too much.

In that dual commitment, we do ask for your help in establishing a better culture of wellbeing here in the diocese by attending to the extraordinarily useful resources found in this booklet. And meanwhile, I – along with Bishop Jo, the archdeacons and area deans – are here to give you our support, especially in times when ministry becomes particularly difficult. If you are feeling overwhelmed – and even if you sense there is a risk of such overwhelming – please, please let us know, and we will do what we can to help.

With my love, prayers and gratitude,

+ Andrew

The Rt Revd Andrew Watson
Bishop of Guildford

2. Clergy Wellbeing in the National Church

The National Picture in the Church of England

In July 2017 the General Synod of the Church of England debated and approved a motion from the House of Clergy in the following terms: ‘that this Synod: (a) welcomes and supports the proposal to establish a covenant for clergy wellbeing as laid out in GS2072; and (b) invites the Appointments Committee to appoint a Clergy Wellbeing Working Group to bring proposals for such a covenant back to this synod by July 2019’. The working group decided in its early stages that it would use the framework of the Guidelines for the Professional Conduct of the Clergy as the structure for its considerations of issues concerning clergy care and wellbeing. In July 2019, the General Synod voted overwhelmingly in support of this covenant. Plans are now in process for dioceses to contribute their responses to the covenant as part of a ‘big conversation’ inspired by a series of questions set out in a document prepared by the working group. Churches and dioceses will also be invited to adopt the covenant.

The Working Group on the Covenant for Clergy Care considered the best way in which to encourage adoption of the ideas that lay behind their conversations. Through their work, five clear goals emerged:

1. A shift towards the preventative: it must be better to prevent a problem or crisis developing in the first place than to have one.
2. A shift towards shared responsibility: care and wellbeing are shared tasks involving a renewed sense of partnership between individual ministers, the local church/institution, the diocese and the national church.
3. A shift towards co-ordinated response: an approach to wellbeing that takes note of the needs of clergy from ministerial discernment through to retirement and beyond will develop a healthy culture of partnership.
4. Culture change: a direction in which the church can shape its own culture towards greater concern for the health and wellbeing of its ordained ministers. It will be for the whole church to work at changing the culture.
5. Achievability: what is proposed is practical, pragmatic and useful at every level.

Pages 7-11 of this booklet reproduces the text of the covenant in full. What follows is a suggestion of how this might be embedded in the life of the Diocese of Guildford through a simple rule of life.

‘In the name of our Lord, we bid you remember the greatness of the trust in which you are now to share: the ministry of Christ himself, who for our sake took the form of a servant. Remember always with thanksgiving that the people among whom you will minister are made in God’s image and likeness. In serving them you are serving Christ himself, before whom you will be called to account.

You cannot bear the weight of this calling in your own strength, but only by the grace and power of God. Pray therefore that your heart may daily be enlarged and your understanding of the Scriptures enlightened.

Pray earnestly for the gift of the Holy Spirit.’

From the ordination of a Deacon
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a) Baptismal & Ministerial Vocation

Scriptural Perspectives: Matthew 28:1-19; John 21:15-19
 Guidelines for the Professional Conduct References: Calling, Servant Leadership, Learning & Teaching, Care, Care for the Carers, Public Ministry, Faith

Called by God, ordained ministers exercise Christ's ministry, not their own. As one calling among many, ordained ministry is relational, collegial, professional and accountable to others. Guided by the Spirit, as servants and shepherds, ordained ministers are called to discern and foster the gifts of all God's people and to be willing to work with and respect others. Disciple and teacher, the ordained minister follows Christ in prayer, reflection and study, growing in faith and resilience. Learning and teaching are part of shared discipleship, empowering and encouraging the people of God.

The minister commits:

- under God to attend to their own care and wellbeing as part of their discipleship and as an office holder;
- to set aside time for rest, recreation, retreat, training and study for their own and others' flourishing and growth;
- to initiating regular conversations about baptismal and ministerial vocation with others.
- to understand how their conduct of their ministry is perceived and experienced within and beyond the church.

The local church commits:

- to supporting the ordained minister in their vocation to serve and to seeing their ministry thrive;
- to reviewing its expectations of its ordained ministers in the context of new projects or initiatives and within its own vision and strategy;
- to ensuring that the ordained minister has, and takes, opportunities for rest, recreation, training, retreat and study;
- to understanding how the life of the local church is perceived and experienced by the ordained minister.

The wider church, exercised through the office of the Bishop, commits:

- to the development and sustaining of God's call and care in the lives of ordained ministers, through provision of properly-resourced training, useful in good times and in bad, and supported through good policies and procedures;
- to providing a wide range of training opportunities that will enable and encourage others apart from the ordained minister to work in partnership with them;
- to providing processes of selection and formation in which candidates for ordination become aware of their own need for care and are provided with training to assist in this;
- to understanding how the life of the wider church is perceived and experienced by the ordained ministers it licenses.



b) The Call to Care and Self-Care

Scriptural Perspectives: 2 Corinthians 4: Hebrews 12
 Guidelines for the Professional Conduct References:
 Care, Care for the Carers, Ministry at the Time of Deepest Need, Wellbeing

Called by God to a shared stewardship as servants, shepherds, messengers and sentinels, the ordained minister is to be both a provider and recipient of guidance and pastoral care. At times of ministry to people at times of deepest need, the ordained minister works collaboratively with other providers of care to alleviate human suffering. Given the strong association between physical and psychological health and wellbeing, the ordained minister attends to their own health and fitness to promote resilience, thus linking care and self-care.

The minister commits:

- to good stewardship of their own health and wellbeing in support of their call;
- to engage with others in regular reflection to develop insight, wisdom and relational skills in support of their ministry of pastoral care;
- to establishing and observing appropriate personal and professional boundaries in pastoral care and safeguarding. This includes the responsibility for maintaining awareness of what resources are available from the wider church;
- to grow in understanding the limits of their pastoral ability, their vulnerability and the need for them to signpost those under their care to others, monitoring their own needs and health during periods when they are providing demanding levels of care to others or where they face powerful external stressors.

The local church commits:

- to being active in offering care for the wellbeing and development of the minister;
- to doing what it can to safeguard the minister's availability for pastoral ministry, especially at times of deepest need, by relieving them of tasks that can be undertaken by others, and by facilitating support for those with disabilities where required and welcomed;
- to expressing its concern for the health and wellbeing of the minister directly to the minister and, where appropriate, to the Bishop.

The wider church, exercised through the office of the Bishop, commits:

- in its role of having joint cure of souls, to provide good role models of healthy ministry, encouragement and loving accountability;
- to equipping the minister for the ministry of care and to providing opportunities to reflect upon their practice of pastoral care, supporting their engagement with the disciplines of prayer, spiritual direction and life-long learning;
- to provide extended and professional support towards ordained ministers, including access to specialist occupational and psychological health services to work towards their rehabilitation or reparation;
- to communicate clearly the package for the care of ministers and their households that is offered. This includes arrangements for the maintenance and improvement to clergy housing.

“Do you want to bear fruit for the Kingdom of God? Then simplify your life: do fewer things, and do them better.” Austin Farrer *The End of Man* © SPCK, 1973, p.117

c) The Minister as Public Figure

Scriptural Perspectives: 1 Timothy 3: Philippians 2: 1-18
 Guidelines for the Professional Conduct References:
 Public Ministry, Life and Conduct, Discipline, Reconciliation, Mission, Trust

Called by God, ordained ministers are public servants of Christ called to represent the Gospel to all in their cure. This involves presence and engagement, with particular attention to the powerless and marginal and to the work of reconciliation and peace making. Ordained ministers, by the very nature of their calling, are always in the public eye, as to some extent are members of the minister's household. Ordained ministers share in their ministry with the bishop, fellow clergy, and the wider people of God. The fundamental context of their ministry is collaborative and mutually accountable.

The minister commits:

- as office holder under God, to the character, shape and boundaries of this public service in conversation with the local and wider church;
- to awareness of the way in which their own life history and experience impinge upon their conduct and the particular risks associated with it;
- to participating in the wider life of the church, in respecting the office of lay leaders, and in exercising care in all forms of communication, including social media.

The local church commits:

- to recognition that the calling of the minister is to both church and community, and to work with the minister in a mutually accountable way;
- to respecting the boundaries that the minister and their household should properly place around their home life, and to ensuring that the necessary space associated with being a public figure is respected and, where necessary, reinforced.

The wider church, exercised through the office of the Bishop, commits:

- to supporting ministers in their public service through clear role descriptions, parish education, appropriate Continuing Ministerial Development (CMD), Ministerial Development Review (MDR), and wise counsel;
- when any necessary interventions in a minister's work or ministry are required, to proper consideration of, and provision for, the minister's care and wellbeing and that of their household;
- to equip those among their number charged with the care and wellbeing of the ordained ministers (and their households) with the necessary resources for their work.



d) The Minister's Household

Scriptural Perspectives: Ephesians 5: 21
 Guidelines for the Professional Conduct References:
 Public Ministry, Wellbeing, Ministry at the time of Deepest Need, Care for the Carers

Given the public nature of elements of the work of the ordained minister, the support and encouragement of those who share their intimate lives with ordained ministers is a significant contribution to their care and wellbeing. This is particularly true when ordained ministers inhabit a home associated with a particular cure or ministerial post. It is therefore part of the responsibility of the whole church to provide for the minister's household.

The minister commits:

- to ensure that their own approach to ministerial work gives due regard to the needs of those with whom they share their lives as part of their ministerial vocation;
- to working with the local church to ensure that boundaries in relation to the minister's household are respected and, where necessary, enforced.

The local church commits:

- to working with the minister to ensure that boundaries in relation to the minister's household are respected and, where necessary, enforced;
- to take account of the care and wellbeing of a minister's household when any initiative, project or other aspect of ministerial work is being considered.

The wider church, exercised through the office of the Bishop, commits:

- to the extent that it is welcomed or required, to offer pastoral care to the minister's household;
- to ensuring that the arrangements for the provision and the standard of maintenance of any property for a minister and their household are regularly monitored and, where necessary, improved.



3. Transforming Clergy, Transforming Lives

Transforming Church, Transforming Lives needs Transforming Clergy!
This can only happen through an engagement between clergy and the living God... supported in every way possible by the local church and diocese.

There is a powerful story about clergy transformation told in a diocese of the Church of England. During the 1980s, the diocese launched a strategic vision to become more missional in its focus. As part of this launch, each deanery chapter was asked to identify one missional project that would enable it to become more effective in transforming lives. One deanery failed to do this, until the chapter realised that *they* themselves needed to be the missionary focus. They were tired, lacking in energy and struggling to move from maintenance to mission. For the next twelve months, they made an intentional decision to focus on re-kindling the fire of God's Holy Spirit within them. They realised and learned that they could not hope to be a transforming influence on others until they themselves were in the process of being transformed.

Charles Wesley, in his well known hymn 'O thou who camest from above', speaks powerfully of the need to 'guard the holy fire' within us. The danger for so many clergy is that the fire is not guarded and, without feeding and stoking, it can gently burn out. It requires strong discipline to maintain balance in our lives - especially against the never ending expectations that can often be made of us in ministry. Ultimately, this discipline can only be imposed by ourselves. The Diocese of Guildford has, through its Clergy Wellbeing Working Group, carefully considered how it might help to foster a culture whereby clergy reflect upon their wellbeing more consciously and intentionally and maintain a healthy balance in their lives. It is our hope that we can help each other in this discipline and that, in achieving a balanced life, we can model it to the wider church and world that we serve.

We have taken inspiration for this discipline from the rule of St Benedict. We recognise that the word discipline shares the same root as disciple. Being disciplined is a way of facilitating discipleship. After the example of our Lord, Benedict's rule (written in about AD516) revolves around five practices: (i) prayer is the foundation to our life and calling, and Benedict shows us the value of ordering our day around prayer - both communal and individual; (ii) work has great value and brings dignity to each human being - this is especially true when it honours God through service of our church and community; (iii) study can include reading Holy Scripture, reading wisdom writings, or studying with others in order to deepen our spiritual and intellectual lives; (iv) hospitality refers to being hospitable to our nearest and dearest as well as those who make a call upon them. It also includes having a right approach to how we treat one another; (v) renewal or recreation is about our discipline of keeping a sabbath, cultivating interests that remind us of the presence of God, or taking time for recreation and to notice beauty and love in our daily life. It includes the longer sabbath rest of holidays and refreshment.

In emphasising the importance of these five disciplines, we believe that Benedict offers an important perspective to clergy in the 21st century. What follows are some reflections on each of these disciplines as a starter for ten, with some ideas and recommendations of how they might be applied to clergy in the Diocese of Guildford. We recognise that a change of culture will not come about by clergy alone. In line with the clergy covenant, we therefore suggest a series of commitments in each of these areas, which might be made by clergy themselves, the local church in which they serve and the wider diocesan church which seeks to support and resource them. We will need to be accountable to each other for the development of this culture, which will become a focus for future ministerial development reviews (MDRs), continuing ministerial development (CMD) and the new style archdeacons' biennial visitations to parishes. What follows is a brief reflection on each of these areas, intended as a springboard for the reflection of clergy and parishes, each giving some practical suggestions to enable and support this culture to become embedded in our diocese.

4. A Spiritual & Ministerial Perspective: A Rule of Life for Guildford Clergy

a) Prayer (and Retreat)

And after Jesus had dismissed the crowds, he went up the mountain by himself to pray.

The Gospel according to St Matthew 14:23

We pray because Jesus taught us to. But prayer can be more complex for clergy, for it is also our work. We often use the word *office* for Morning and Evening Prayer. This comes from the latin *officium* which translates as duty, service or work. It is our work to say Morning and Evening Prayer. Canon C26 of the Church of England states that ‘every clerk in Holy Orders is under obligation to say Morning and Evening Prayer, either privately or openly.’

The last phrase of that canon; ‘privately or openly’, expresses something of the two sidedness of a cleric’s life of prayer. Whilst there is a danger in pushing the distinction too far, it’s helpful to be aware of the prayer which is a part of our work and the prayer life which nurtures us as children of God and disciples of Jesus. Our ‘working’ prayer comprises prayer through the daily offices, pastoral offices, prayer groups etc.

Nurturing of prayer is foundational. The ordinal reminds us that it’s impossible to undertake ministry in our own strength. It needs to be built on the foundation of our dependence on God, strengthened through our life of prayer. It is so easy for ministry to be so all-consuming that we neglect the prayer that enables us to repond to Him as the unique and precious children that he has loved into life. It’s this foundation, built over many years, that enables our prayer as those whose ‘work’ it is to pray.

Whilst many of us find it logistically difficult to maintain the round of daily offices or prayer groups in church (and some opt for a more private or informal pattern) it’s worth considering that it has its advantages too. In many cases, establishing a pattern of being present in church at set times can both encourage others to enter into a rhythm of disciplined prayer and hold us to account for the saying of our own prayers. It can also act as a great support for daily ministry and the challenges we face. If it’s not possible every day, it should be possible on certain days.

We might also ask, ‘who prays for us in our leadership and ministry?’ It can be helpful to ask an existing homegroup or prayer group if they will take on the task of praying regularly for your leadership and ministry. It can also be fruitful to ask colleagues to commit to pray for you. Many clergy are part of cell groups (often established in different training pathways). They can be a very good way of committing to each other in prayer - as well as offering other forms of support. The diocese does not set these up - but it does have some facilitated groups for clergy. If you are interested in being part of one of these, please be in touch with the director of mission.

Finally, we strongly recommend that all clergy have a ‘spiritual director’ or ‘soul friend’ This is purely to make us accountable for our own relationship with God. Whilst people tend to see spiritual directors at different intervals, we recommend that clergy touch base with their spiritual director at least four times a year. This conversation should be guarded quite carefully. Whilst we recognise that life and ministry will always impact on our life of prayer, it is paramount that this time is about a disciple’s relationship with God and life of prayer - not the troubles of the parish! If you do not have a spiritual director and would like to enquire about this, please contact Linda Morgan, the diocesan spiritual direction co-ordinator. There are also options for spiritual directors outside the diocese through the London Centre for Spiritual Direction.



We encourage clergy to commit themselves to:

1. Ensure that they pray daily in the way which they find most helpful.
2. Ensure that they see a spiritual director or soul friend at least once every quarter.
3. Ensure that a retreat (of up to five days) is booked into the calendar every year.
4. Ensure that a culture of prayer is embedded in all aspects of their life and ministry.
5. Consider saying Morning and Evening Prayer daily in church with others.
6. Consider praying from time to time with other Christian leaders in the area.
7. Consider the possibility of joining a cell group (if not part of one already)

We encourage the local churches to commit themselves to:

8. Ensure that they pray regularly for the clergy and their families, and the leadership of their parish.
9. Ensure that they support, where possible, the clergy in corporate prayer.
10. Cover reasonable costs of an annual retreat of up to five days.

We encourage the wider diocesan church to commit itself to:

11. Model the importance of prayer at the heart of diocesan life and senior leadership.
12. Ensure that a culture of prayer is embedded in all aspects of diocesan life.
13. Encourage use of the calendar of prayer to pray for each other.
14. Ensure that priority is given to annual retreats.

Resources:

If you've not downloaded the Daily Prayer App, it makes the offices so easy!

www.churchofengland.org/prayer-and-worship/join-us-daily-prayer

And please do use our own diocesan cycle of prayer which you can find at

www.cofeguildford.org.uk/about/christian-calendar/calendar-of-prayer

In addition, there are lots of other resources, such as:

www.northumbriacommunity.org/offices/morning-prayer

www.sacredspace.ie/daily-prayer

www.pray-as-you-go.org

www.24-7prayer.com

For spiritual direction in the Diocese of Guildford, contact:

Linda Morgan, on ☎ 07714 421550 or ✉ linda.morgan@cofeguildford.org.uk

✉ www.cofeguildford.org.uk/about/dvm/spiritual-direction

Some clergy like to organise a spiritual director outside the diocese:

The London Centre for Spiritual Direction is a good resource: ✉ www.lcsd.org.uk/home

For retreats, there is an extensive list on the diocesan website at:

✉ www.cofeguildford.org.uk/life/retreat-conference

Retreat centres within the Diocese include:

Ladywell Retreat Centre (Godalming) ☎ 01483 419269 ✉ info@ladywellretreat.org.uk

St Columba's House (Woking) ☎ 01483 766498 ✉ retreats@stcolumbashouse.org.uk

Waverley Abbey (Farnham) ☎ 01252 784733 ✉ waverley@cwr.org.uk

In addition, Sheldon (Devon) provides retreats specifically for clergy. More details can be found at:

☎ 01647 252752 ✉ www.sheldon.uk.com smm@sheldon.uk.com

b) Work (and Ministry)

Go therefore and make disciples of all nations, baptising them in the name of the Father, and of the Son, and of the Holy Spirit.

The Gospel according to St Matthew 28:19

We work because Jesus taught us to. Benedict talks about the way it brings dignity to people - especially when it honours God through service of church and community. And yet, he didn't give specific instructions about how to be a priest in 21st century England! For most of us, that's probably a blessing. One of the joys of ordained ministry is that we have plenty of freedom to prioritise, shape, and organise our life and work in the way that best responds to the call of God on our lives and communities. We recognise, however, the need for clarity around the following areas:

i) Expectation: Living with never ending expectations can push clergy into the dangerous territory of attempting to fulfil them. Peter and Graham Shaw talk about this subject in their book *Living with Never Ending Expectations*. This so easily leads to burn out. We seek to work towards a culture where clearer boundaries are drawn around the ministry of clergy and what can reasonably be expected of them. We recommend that clergy guard their day off (which should include one clear day of 24 hours each week) and that they prevent themselves from working more than an average of 50 hours per week, compensating for busy spells with lighter ones in the weeks that follow.

ii) Role: In a context of an evolving ministry where there can seem a constantly increasing demand on clergy, it is important to have some sense of what we are called to do, and what we are *not* called to do! We are currently attempting to clarify roles and, through clearer Church Development Plans (CDP), we hope to help incumbents and associates focus on priorities. For Self Supporting Ministers (SSM) and Ordained Local Ministers (OLM) there should be clear role descriptions which take into account the time that they are sensibly able to give to ministry, alongside commitments to their families and paid employment.

iii) Values: Church House Guildford (CHG) has recently explored four values for its workforce: fostering dignity; building community; seeking wisdom and inspiring hope. Whilst we recognise that these are 'in house' values for the staff of CHG, we would hope that they would be upheld in all our churches, chaplaincies and schools. We seek to encourage teams to talk about the values that are important to them and to seek to model and embody these values in their church communities.

iv) Support: We recognise that there is sometimes a lack of clarity about where the clergy might find immediate support. Within the parish system, we suggest that all associate clergy relate to their incumbent in the first instance; incumbents relate to the area dean; and area deans relate to the archdeacons etc. If there are difficulties in relating to the person who should have immediate care for you, do not hesitate to contact your archdeacon or bishop. In the case of chaplaincies, we recognise that support will usually be offered by the body that employs you. The diocese is, however, keen to support where it can. The link to chaplaincies is now held with Bishop Jo for school and educational chaplaincies and with the Revd Roland Olliff (Chaplain to the Bishop of Guildford) for healthcare, prison and military chaplaincy.

The second form of support we recommend is from a 'mentor' or 'work consultant'. These are people who can walk alongside you in ministry. Whilst the director of mission will ensure that all first time incumbents are provided with mentors, we recommend them for all clergy. If you do not have a mentor or work consultant, please contact the director of mission (page 41) who will be able to help you find one.



We encourage clergy to commit themselves to:

1. Ensure that there is clarity about the job description annexed to your post and, in the case of an incumbent, that it correlates with the expectations of you articulated by the Church Development Plan (CDP) which seeks to make clear the priorities for the years ahead.
2. Ensure that they have a mentor. This is someone, outside your sphere of work, who can affirm, challenge, and hold you to account. This is a firm expectation for all first time incumbents but it is strongly recommended for all clergy.
3. Invest in working relationships. Colleagues within the same team should seek to develop a culture of care and support for each other. If working relationships become difficult and external help is needed, contact your area dean at an early stage.
4. Ensure that they take one clear day off per week and seek to limit the number of evening commitments to a sustainable level. It is helpful if the day off begins the evening before the day off and continues until the morning after e.g. if Friday is your day off, you should stop work at 6pm on Thursday and not resume until 9am on Saturday. It is helpful if you have an autoresponse on your email or message on your answerphone to this effect. For further details, see section 4(e).
5. Ensure that in months where there is no bank holiday, they take two clear days off. So if the day off is a Friday, once a month, they should take Saturday also. This enables a slightly longer time of refreshment and the opportunity of an overnight stay away from home.

We encourage the local churches to commit themselves to:

6. Support clergy in their vocation to serve and to seeing their ministry thrive.
7. Be realistic in its expectations of clergy - respecting the need for balance.
8. Be advocates of the clergy and church in the wider community.

We encourage the wider diocesan church to commit itself to:

9. Model wise working patterns in the diocese and Bishop's Leadership Team.
10. Support the leadership of the clergy through the Parish Needs Process (PNP), in which the diocese walks alongside every parish in helping to discern vision, produce clear and sensible Church Development Plans, accompany implementation and provide and signpost resources.
11. Support the leadership of clergy through a bank of accredited and trained mentors.
12. Model a senior leadership which is always appropriately accessible to support clergy.

Resources

We recommend the Sheldon Hub, as an online support network.

 www.sheldonhub.org

Books that we recommend include:

Stephen Croft, *The Gift of Leadership* (Canterbury, 2016)

Christopher Cocksworth & Rosalind Brown, *Being a Priest Today* (Canterbury, 2004)

Graham Osborne, *Be a Better Leader* (SPCK, 2016)

John Pritchard, *The Life and Work of a Priest* (SPCK, 2007)

Martyn Percy, *Clergy: the Origin of Species* (T&T Clark, 2006)

Michael Sadgrove, *Wisdom & Ministry* (SPCK, 2008)

Peter Shaw & Graham Shaw, *Living with Never Ending Expectations* (Regent, 2017)

Andrew Watson, *The Fourfold Leadership of Jesus* (BRF, 2008)

c) Study (and Learning)

Jesus said to them, “Follow me, and I will make you fish for people”.

The Gospel according to St Matthew 4:19

We learn because Jesus calls us to be disciples. As a diocese, we strongly advise clergy to seek out opportunities to study, learn and grow as disciples and ministers. There are three ways in particular through which this is encouraged.

i) Continuing Ministerial Development (CMD) is a requirement of all clergy under Common Tenure. The formal part of this is organised by the Director of Mission. There is a firm expectation that all stipendiary clergy attend and that as many self-supporting clergy as possible come when they can. This takes the form of bishop’s study days and the triennial conference usually held at Swanwick. We also encourage clergy to organise their own informal CMD. In addition to the study which we promise to embrace at our ordination, there are various specific learning needs and opportunities which present for each cleric. In order for these to be met, the Director of Mission has a small budget for each cleric (currently £200 per annum) to use for this purpose each year. This is accessed through the Director of Mission.

ii) Ministerial Development Review (MDR) is also a requirement of all clergy under Common Tenure. Ultimately, it encourages the discipline of reflective practice. Some clergy will have been immersed in this way of learning through their initial ministerial education. Others may be less familiar with it. Essentially, it asks us to stop and reflect theologically on our ministry. The diocese is currently reflecting on its current form of MDR and anticipates some changes to make it more effective. In its current form, it takes place systematically every two years. Through self reflection, and the reflection of others who minister alongside you (such as colleagues, churchwardens, members of your church and local community), a member of the ministerial development review team will seek to affirm and challenge you which will result in some learning outcomes. We hope, however, that this is part of a wider culture of reflective practice that clergy will engage in with mentors, work consultants and through their own prayer and reflection.

iii) Extended Ministerial Development Leave (EMDL) is a three-month period away from the parish or sphere of ministry. It is available to those who have been in stipendiary ministry for at least 12 years (i.e. 8 or 9 years after serving a title post), have been in their current post for at least 3 years, and are not within 2 years of retirement. Its purpose is to provide space for self and God, refreshment, personal and professional development and reflection. If you fulfil the criteria and feel that an EMDL would be beneficial, please speak to the Director of Mission at your earliest opportunity. Each year, 8 grants of up to £1,200 are available (this includes the year’s personal CMD allowance). We also encourage clergy to seek external funding which can be available from grant making bodies such as the [St Boniface Trust](#), Ecclesiastical Insurance Group’s [Ministry Bursary Awards](#), and the [Clergy Support Trust](#). Further details of the EMDL Scheme for the Diocese of Guildford can be found [here](#).

iv) There are a few learning or support groups in the diocese which are run by priest/psychotherapists. These consist of groups of clergy who meet from time to time for support on a confidential basis. The expertise of psychotherapists seeks to help them to understand themselves more fully as well as the often complicated contexts of ministry. The numbers of these have reduced lately, but they are an excellent form of learning and support and we would be pleased to facilitate more of them. If you are interested in joining one of these, please speak to the director of mission (page 41).

We encourage clergy to commit themselves to:

1. Ensure that Continuing Ministerial Development (CMD) is a priority in their diaries. The dates are published well in advance to enable them to prioritise this.
2. Ensure that they engage well and wisely with Ministerial Development Review (MDR) and to honour the commitments made through it.
3. Use the budget allocated to help them address the specific learning outcomes from MDR or any other training need or learning outcome that would be beneficial.
4. Join support or learning groups if they could be helpful. These are a way of peer learning and support that have been much valued by many in the diocese.

We encourage the local churches to commit themselves to:

5. Support clergy in their need to develop and upskill themselves.
6. Provide time and a modest budget to allow for this.

We encourage the wider diocesan church to commit itself to:

7. Model well ministerial development in the diocese and Bishop's Leadership Team.
8. Support clergy through high quality MDR which affirms, challenges and resources.
9. Provides opportunity for EMDL (Extended Ministerial Development Leave) for all those who meet the criteria (see page 16).

Resources

Continuing Ministerial Development (CMD):

🔗 www.cofeguildford.org.uk/about/governance/diocesan-policies-procedures-regulations/ministry/continuing-ministerial-development

Ministerial Development Review (MDR)

🔗 [www.cofeguildford.org.uk/about/governance/diocesan-policies-procedures-regulations/ministry/ministerial-development-review-\(mdr\)](http://www.cofeguildford.org.uk/about/governance/diocesan-policies-procedures-regulations/ministry/ministerial-development-review-(mdr))

Supporting Personal Learning Outcomes

Contact Director of CMD

Local Ministry Programme (LMP)

The LMP is open to those who wish to partake in any of its courses.

🔗 www.cofeguildford.org.uk/about/dvm/go-lmp/interested-learners

The Diocesan Library

This library consists of two collections, both based at the Cathedral

🔗 www.cofeguildford.org.uk/resources/diocesan-library

You can access the catalogue online at 🔗 www.guildi.cirqahosting.com



d) Hospitality (and Pastoral Care)

And the king will answer them, 'Truly I tell you, just as you did it to one of the least of these who are members of my family, you did it to me.'

The Gospel according to St Matthew 25:40

We offer hospitality, because Jesus taught us to welcome friend and stranger in his name. Hospitality refers to being hospitable to our nearest and dearest as well as those who make a call upon our time and generosity. It also includes having a right approach to how we treat one another. As a diocese, we encourage clergy to model the hospitality shown by Jesus. We do, however, encourage them to do so safely and in a way which protects themselves, their households and those who are welcomed into their homes.

i) In House Hospitality and Care

As a community of Christian leaders we seek to encourage each other and build each other up in an environment of collegiality. The Bishop's Leadership Team provide opportunities for clergy hospitality from time to time and Area Deans are encouraged to organise deanery socials. Whilst we recognise that clergy are a mixture of introverts and extroverts, and many have their own network of friends and those who support them, it is helpful if people can engage with diocesan and deanery social gatherings. These seek to dismantle a sense of competition and create a culture of mutual care and support. It might be worth remembering that, whilst some have ample networks of support, others have very little - making this a forum for giving as well as receiving. It is helpful if clergy are particularly sensitive to colleagues who may be vulnerable in any way. The Bishop's Leadership Team also appreciate being alerted by area deans and clergy to any pastoral situation that requires our care and support.

ii) Ministerial Hospitality

We recognise that in welcoming strangers and offering care, clergy can make themselves vulnerable. It is difficult to legislate for every encounter, but we recommend key guidelines:

- a. Under House of Bishops Guidelines, it is mandatory that all clergy have completed the relevant safeguarding training (which is provided by our safeguarding team at Church House Guildford).
- b. The ministry of hospitality and pastoral care is the task of the whole church. Clergy should encourage their communities to be involved in this ministry.
- c. There is risk in all hospitality and pastoral care. Clergy should avoid meeting individuals in an empty parsonage and consider carefully the context of any meeting.
- d. All clergy minister through their own broken humanity. It is important to be aware of this and to maintain appropriate and professional boundaries.
- e. Clergy should be aware of the dangers of dependency in pastoral relationships. Manipulation, competitiveness or collusion on either side of relationships should be avoided.
- f. Clergy should discern and make clear their own limitations of time, competence and skill. It is important to recognise the distinction between pastoral care and counselling.
- g. Clergy should be aware of the help available from accredited pastoral agencies so that it can be recommended when appropriate.
- h. The privacy of the parsonage and other members of the household should be respected and guarded. The parsonage is primarily the home of the cleric and their family. It is particularly important that families are safeguarded. We recognise that most vicarages are designed in such a way as to provide public space and private space. If you live in a parsonage where this is not the case, please be in touch with your archdeacon so that this issue might be looked into.



We encourage clergy to commit themselves to:

1. Engage in diocesan & deanery social occasions. This builds support and wellbeing.
2. Ensure that they have received all the mandatory safeguarding training and that it is up to date. This is demanded by the House of Bishops. Failure to comply with this may result in the removal of a licence until training is completed.
3. Offer hospitality safely and wisely. It is strongly advised that clergy assess risks to keep themselves and others safe at all times.

We encourage the local churches to commit themselves to:

4. Support clergy in their ministry of hospitality and pastoral care.
5. Respect boundaries and enable the parsonage also to be a private home.

We encourage the wider diocesan church to commit itself to:

6. Provide good quality housing for clergy which provides private and public space and attend promptly and efficiently to defects and problems reported by occupants.
7. Provide adequate security measures to safeguard clergy in their homes.

Resources

Information on Safeguarding and Safeguarding Training:

 www.cofeguildford.org.uk/about/safeguarding-inclusion

Guidance on Lone Working:

 www.cofeguildford.org.uk/docs/default-source/default-document-library/lone-working-pdf

NHS - Emergency Help

 111  111.nhs.uk

Samaritans

 116 123  www.samaritans.org

Christians Against Poverty

 0800 328 0006  www.capuk.org/i-want-help (Bases in Westborough & Woking)

Foodbanks

 01722 580180  www.trusselltrust.org/get-help/find-a-foodbank

Domestic Violence

 0800 2000 247  www.womensaid.org.uk

Mind - the Mental Health Charity

www.mind.org.uk

Citizens Advice

 0344 411 1444  www.citizensadvice.org.uk

A full list of safeguarding contacts and other agencies and charities that you can usefully signpost people to is contained in Chapter 8 (pages 34-39).

e) Recreation (and Annual Leave)

Now when Jesus heard this, he withdrew from there in a boat to a deserted place by himself

The Gospel according to St Matthew 14:13

We engage in recreation because Jesus himself modelled a pattern of taking himself away from the crowds and ministry to be replenished and recharged. We recognise that sabbath rest was established in God's order of creation which forms a rhythm for work and rest.

i) Annual Leave

Days off are discussed on pages 14 & 15 (they should also be clarified in your statement of particulars). The leave year begins on 1 April and clergy are entitled to fifty days (pro rata) which will include six rest days, any time taken after Christmas or Easter and public bank holidays i.e. six complete weeks of seven days (forty two days in total) plus eight days in lieu of bank holidays. No entitlement to annual leave will generally carry forward from one annual leave year to another, although a bishop may exercise some discretion in this regard in exceptional circumstances.

Full time stipendiary clergy are entitled to the following bank holidays: New Year's Day; Easter Monday; May Bank Holiday Monday; Spring Bank Holiday Monday; August Bank Holiday Monday; Boxing Day; plus days off in lieu of Christmas Day and Good Friday. Clergy may not take annual leave on the following days: more than 6 Sundays in a year; any of the principal feasts of the Church of England as set out in Canon B6 paragraph 2; Ash Wednesday; Good Friday; the Parish's Patronal Festival. For clergy on freehold, holiday arrangements continue as before Common Tenure was introduced. During a month in which there are no bank holidays, and you are not taking annual leave, we would encourage you to take two clear days off during one of the weeks. This will enable a slightly longer time of refreshment and travel to see family and friends if so desired.

As office holders, clergy are responsible for ensuring that sufficient time is allowed for holiday and rest. The bishops and archdeacons will wholeheartedly support the clergy to achieve a proper balance. It is helpful if clergy can discuss and coordinate their holiday plans with fellow clergy in the parish, team, cluster or chapter, and to plan holiday absence well in advance so that proper provision for cover can be organised. If they are unable to find cover from within the parish, the clergy on call service is available to provide support. (www.cofeguildford.org.uk/about/governance/parish-procedures-policies-and-regulations/register-of-clergy-on-call). We ask that incumbents notify their area dean of when they are on leave.

ii) Enabling Holidays

Getting away from the parish can be essential during times of rest and recreation, as clergy so often work with a sense of 'living above the shop'. We recognise that in some contexts, financial difficulties may make this challenging. Please see pages 21, 36 and 37 for details of some funds that can help. We sometimes have some discretionary funds that can help in the diocese. Please speak to the bishop's chaplain about these.

iii) Special Leave - Maternity; Paternity, Adoption and Compassionate Leave.

Although office holders do not have an entitlement to maternity, paternity, adoption or parental leave, provision is made for this and more information may be found on pages 26-27 of this booklet. Initial enquiries should be made through the director of HR at Church House, Guildford. Where appropriate, the diocese will always be sympathetic to compassionate leave. This should be discussed with an archdeacon.



We encourage clergy to commit themselves to:

1. Ensure that they take their full entitlement of annual leave and plan it well in advance. If possible, put dates in the diary 12 months before. This ensures that leave takes priority and it gives plenty of time to arrange cover.
2. Ensure that your Area Dean is notified so that coordination of annual leave is possible throughout the Deanery.

We encourage the local church to commit themselves to:

3. Support clergy in making sure they have their entitlement of annual leave and making provision for clergy cover when they are on holiday.

We encourage the diocesan church to commit itself to:

4. Ensure that proper rest and recreation is modelled by the Bishop's Leadership Team and that assistance or signposting is given for those in financial hardship.

Resources

Information on Annual Leave: Ecclesiastical (Terms of Service) Regulations 2009

 www.legislation.gov.uk/ukxi/2009/2108/part/V/crossheading/time-off-and-annual-leave/made

Charities that award grants for Clergy Holidays:

Clergy Support Trust (formerly Sons and Friends of the Clergy)

 020 7799 3696  www.clergysupport.org.uk

The Eggbeer Trust offer two lodges on the edge of Dartmoor which are available free of charge (all year round) to clergy and church workers of any Christian denomination.

 www.eggbeertrust.org.uk/Default.aspx

The English Clergy Association offers modest grants for the clergy of the Church of England specifically for holidays.

 www.clergyassoc.co.uk/content/home.htm

The Mothers' Union through their Get Away From It All Holidays (AFIA) provide breaks

 www.mothersunion.org/projects/away-it-all

Holyhols is a website offering self catering holidays with discounts for clergy.

 www.holyhols.co.uk/listings

Tranquillity House

is a grant-making charity whose particular function is to assist towards the cost of holidays for clergy, and in the making of awards it is required to have particular regard to those clergy who are for any reason in need. Nominations are made by the Bishop.

✉ Mrs Ridgeway, The Grant Secretary, Tranquillity House Trustees, 9 Merrivale View Road, Dousland, Yelverton, Devon PL20 6NS.

The Society of Mary & Martha in Sheldon, Devon

offer holidays particularly geared at clergy families during specified weeks of the summer.

 www.sheldon.uk.com/visit/events/107

5. A Psychological and Physical Perspective: Caring for the Tent

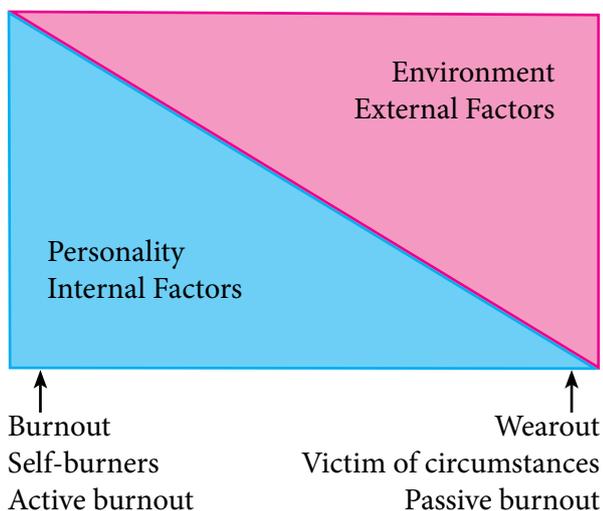
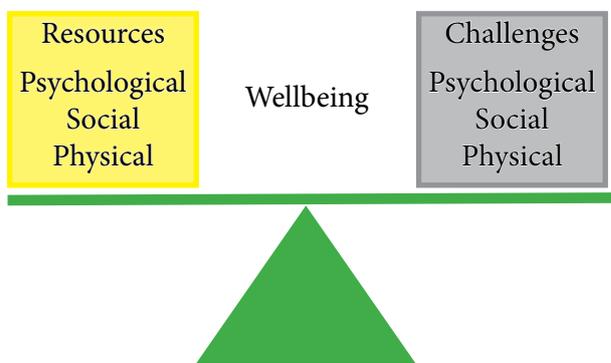
a) A Psychological Perspective

Mental Health has become a major conversation in our society. The charity *Mind* estimate that one in four people will experience a mental health condition every year. We know that mental health issues amongst clergy of the Church of England are also increasing. Whilst it is difficult to be specific about data, *St Luke's Healthcare for the Clergy* testify to the significant increase in demand for help with issues of psychological and emotional health. No diocese or cleric is immune to this challenge. Whilst all illness is treated with the strictest confidentiality in the Diocese of Guildford, those who share in the care of clergy in this diocese are aware of the increase in mental health issues experienced by clergy and are most concerned about it. The Bishop's Leadership Team is committed to a culture which seeks to guard against the increased risk of mental illness and supports in every way possible those who are affected.

One of the biggest issues around mental health is stigma. The last few years have seen many high profile leaders invest in the campaign to remove stigma around mental health. The Prince and Princess of Wales have spoken powerfully about the need to talk about this issue and have sought to encourage this through their *Heads Together* initiative. In the Church of England, [Justin Welby](#), Archbishop of Canterbury, has testified to his own mental health challenges and has staged several conferences at Lambeth Palace (at which our diocese has been represented) in seeking to spearhead a change of culture within the national church. In our own diocese, the [Love Me Love My Mind](#) charity is an example of a local initiative, rooted in St Barnabas' Church, Epsom, which seeks to raise awareness and support people with mental health issues. There is, however, much work to do to build on these foundations within church and society.

i) What is wellbeing and how is it threatened?

In 2012, Dodge et al defined wellbeing as 'when individuals have the psychological, social and physical resources they need to meet a particular psychological, social and/or physical challenge. When individuals have more challenges than resources, the see-saw dips, along with their wellbeing and vice-versa.' (R Dodge, AP Daly, J Huyton, & LD Sanders The challenge of defining wellbeing in the International Journal of Wellbeing, 2(3), 222-235 (2012))



In 2011, Kaschta et al recognised that wellbeing (and the extreme undermining of this which they call burnout) is dependent on internal and external factors. External factors relate to the environment and context of life and work. For example, these could include a high workload, lack of positive outcomes and emotionally exhausting challenges. Internal factors relate to the personality of the individual. These might include an inability to set boundaries, workaholism, or low self-esteem. The diagram shows how each and both together can cause burnout. (WP Kaschka, D Kirczak, K Broich: Burnout-a fashionable diagnosis. Dtsch Arztebl Int 2011; 108(46): 781-7)



ii) Bringing Elephants into the Room...

There has been considerable attention given in the last few years to attempting to understand both external factors and internal factors that cause stress to increase, and wellbeing to decrease in ordained ministry. In 2015, the Church of England embarked on a ten year study, called the *Living Ministry Project*, which seeks to explore flourishing in ministry. To date, it has published two reports. Wave 1 (Negotiating Wellbeing: Experiences of Ordinands and Clergy in the Church of England) was published in 2018. Wave 2 (Ministerial Effectiveness and Wellbeing) was published in 2019 (They can be found at www.churchofengland.org/living-ministry). The project drills down beneath the anecdotal and is based on empirical research. In the fullness of time, it will provide rich information. Research to date, however, combined with our own experience, provides us with some basic sketches of external and internal factors that currently challenge the wellbeing of clergy.

2a) Examples of external factors that we know challenge clergy wellbeing - nationally and locally

- **Workload:** In many contexts, the responsibilities of clergy are increasing (particularly where clergy increasingly have bigger parishes) but the model of ministry in many situation remains unchanged.
- **Availability:** There is an expectation that clergy are available 24/7 and 'living above the shop' with no clearly defined working hours, can also lead to overwork and exhaustion.
- **Expectations:** In a context of national decline in church membership, there is an emphasis on numerical 'growth' that can make clergy feel overburdened with targets, expectations and failure.
- **Parish Finance:** Often declining congregations result in declining income. Many clergy speak of the burden of fundraising to meet an ever increasing parish share which is unsustainable.
- **Leadership:** We know that Surrey is blessed with many professional and strong leaders. Whilst often this is a blessing to clergy, it can appear as a challenge and threat too.
- **Context:** Many who minister in the South-East will cite the terror of ministry here - the affluence, higher cost of living, faster pace of life, pressures that impact on families.
- **Relationships:** Archdeacons spend considerable time supporting clergy with challenging relationships. Some clergy have spoken of the way in which they feel at best not respected, at worst bullied.
- **Transition:** This causes anxiety for many but is a particular concern for curates nearing the end of their title posts and needing to find a first post of responsibility before curacy comes to an end.
- **Step up into incumbency:** We know this is a significant step and often sees clergy moving from large well resourced churches to smaller less well resourced churches - often in traditional communities.
- **Personal finance:** Living on a Church of England stipend can be financially challenging and tied housing raises anxiety for many in relation to housing provision for their retirement.

2b) Examples of internal factors that we know challenge wellbeing

- **Personality type:** For example, there are too many clergy who display elements of perfectionist tendencies which, without being held in check and combined with few boundaries, can lead to burnout.
- **Theology:** There are times when the Palagian heresy (that we need to earn our salvation) and others can seem alive and kicking in the Church of England.
- **Emotional issues:** Emotionally healthy leadership talks about the danger of 'emotional leakage' in ministry - when our own feelings are projected onto ministerial situations.
- **Psychological issues:** Processing other people's pastoral issues often impacts on our own - especially if there are unresolved issues and struggles that we've not dealt with.
- **Physical issues:** Nutrition and sleep are key factors to wellbeing. Paying attention to both these issues are imperative to maintain health and wellbeing.
- **Illness:** There are times in our lives when most of us are impacted by illness of some kind - whether physical or psychological - and our resilience is compromised.

These lists are not exhaustive or exclusive. They impact on each other and it is often the cumulative effect of both which causes serious problems. Spend a few moments considering which external and internal factors are impacting your wellbeing at present - and talk to a mentor or archdeacon about them.



iii) Maintaining Psychological Wellbeing

In the first wave of its study, the Church of England's Living Ministry Project encapsulated some of its key findings in what it called the THRIVE model. It provides six strategies for wellbeing.

T Tune your life to healthy rhythms
To maintain spiritual, mental and physical wellbeing, clergy need to develop their own life-giving rhythms of prayer, work, study, hospitality and recreation. Within this, we also need to attend to exercise and nutrition. The way we approach rhythms of life is different for each of us but we must spend time working out what works best for us.

H Handle expectations
One of the most common causes of stress in all aspects of wellbeing is unclear expectations - whether between a training incumbent and curate, a vicar and PCC. Of course, not all of them will come from work. It's very important to manage expectations: what we expect from ourselves, what others expect of us and what we can expect from others.

R Recognise times of vulnerability.
There will be times in ordained ministry when we will be more vulnerable. These might be as a result of external factors (e.g. move from curacy to first post of responsibility) or internal factors (e.g. illness, bereavement etc). We need to name these, be kind to ourselves, and call in additional support at an early stage if necessary.

I Identify safe spaces to be heard
Partly because of the problems of relational boundaries in pastoral ministry, ordained ministers often have to look beyond immediate context in the search for authenticity. It is so important that we find safe spaces where we can be honest about our burdens and feelings. A regular conversation in such a space is a practice that aids wellbeing.

V Value and affirm
Of utmost importance to wellbeing is the need to be recognised and valued at a human level as well as by God. It's easy for clergy to feel unappreciated, unvalued and unloved. We need to affirm each other but we also need to affirm ourselves, by realistically recognising the challenges of the situation and the things we are doing well.

E Establish healthy boundaries
Ordained ministry has few formal boundaries. Clergy, especially in parish ministry, often struggle with work that impinges on family life, intrudes into private space, invades rest and sleep, complicates relationships and expands into the minutiae of church life. If we can't draw boundaries for ourselves, it's unlikely anyone will draw them for us.

b) A Physical Perspective

The health benefits of a physically active lifestyle are very well documented and there is overwhelming evidence to suggest that regular physical activity is related to reduced incidence of chronic conditions. In 2011 new guidelines on the amount of activity recommended for adult health were published by the Chief Medical Officers of the four UK countries. This states that, spread over a week, physical activity in every adult person should add up to at least 150 minutes of moderate intensity activity (in bouts of 10 minutes or more), or 75 minutes of vigorous intensity activity.



What counts as moderate intensity activity?

- [Walking](#) - is simple, free and convenient - and we have so many beautiful places where we can do this safely throughout [Surrey](#) and [Hampshire](#).
- Riding a bike - once again, there are so many opportunities to cycle in both [Surrey](#) and [Hampshire](#) with over 1500 miles of cycle tracks between the two counties.
- Aerobic workouts don't require you to leave your home. There are an abundance of on-line [videos](#) that you can explore to guide you through a daily workout.

What counts as vigorous activity?

- Jogging or running. The [couch to 5k](#) has been an enormously successful app which has been encouraged by the community [Parkruns](#) - there are plenty in our diocese!
- [Swimming](#) is a great form of all-round exercise whatever your age and ability. If you can't swim, it's never too late to learn and it's a very valuable life skill.
- Walking up the stairs is one of the best exercises for strengthening the lower body and exercising the lungs and cardio-vascular system!

5) Nutrition

Eating a healthy, balanced diet is also an important part of maintaining good health. This means eating a wide variety of foods in the right proportions, and consuming the right amount of food and drink to maintain a healthy body weight. People with special dietary needs or a medical condition should ask their doctor or a registered dietitian for advice. Simple advice for the general population, however, suggests:



- Fruit and vegetables are a good source of [vitamins, minerals](#) and [fibre](#), and should make up a third of the food you eat each day. It's recommended that you eat at least [5 portions](#) of fruit and vegetables every day (they can be fresh, frozen, canned, dried or juiced).
- [Starchy foods](#) should make up a third of everything you eat. Meals should be based on these foods. Choose wholegrain or wholemeal varieties of starchy foods, such as brown rice, wholewheat pasta, and brown, wholemeal or higher fibre white bread.
- [Milk and dairy foods](#) are good sources of protein. They also contain calcium, which helps keep your bones healthy. Go for lower fat and lower sugar products where possible. Choose skimmed milk, lower fat hard cheeses and lower fat, lower sugar yoghurt.
- [Beans, pulses, fish, eggs, meat](#) and other proteins are all good sources of protein, which is essential for the body to grow and repair itself. Meat is a good source of protein, iron, zinc and B vitamins. Cut down on fat and try to eat less red and processed meat.
- Some [fat](#) in the diet is essential, but on average people in the UK eat too much saturated fat. It's important to get most of your fat from unsaturated oils and spreads. Swapping to unsaturated fats can help lower cholesterol.
- The [Eatwell Guide](#) says we should drink 6 to 8 glasses of [fluid](#) a day. Try to avoid too much sugar and caffeine. Water is a healthy and cheap choice for quenching your thirst at any time. It has no calories and contains no sugars that can damage teeth.

6. Special Leave

a) Maternity, paternity and adoption leave

The Diocese of Guildford rejoices with every cleric and their family when a new birth is expected. The diocesan website contains the various policies but a summary of each is provided below.

i) Maternity policy

- **Communication:** It is helpful if clergy can inform their archdeacon and director of human resources of pregnancy as soon as possible in order that arrangements may be made for maternity leave and pay and for appropriate health and safety assessments to be undertaken. Such information is, of course, always treated with the strictest confidentiality.
- **Anti-natal care:** Clergy have the right to paid time-off for ante-natal care regardless of the length of service or the number of hours that they work. Maternity leave may last up to 52 weeks and is made up of two parts: ordinary maternity leave (39 weeks); and additional and unpaid maternity leave (13 weeks). Once a cleric has decided when they wish to commence maternity leave, they will discuss with their Archdeacon how this will work in practice. (N.B. individuals have the right to change the date they wish to commence their maternity leave, and much will be down to local arrangements and the individuals own wishes – however, they should give 28 days' notice where possible)
- **Claiming benefits:** In the Diocese of Guildford qualifying clergy will receive their full stipend for the 39 weeks OML period which includes the element of statutory maternity pay (SMP). Where SMP is likely to be more than earnings (e.g. due to part time working) the HR Team can give advice. Maternity leave/pay can start on any day of the week but not before the beginning of the 11th week before the expected week of childbirth. However, if an individual gives birth before the start of their maternity leave, then their maternity leave/pay will start the day after the birth. An individual may not work for two weeks immediately after the birth of a baby by law.
- **Working during maternity leave (keeping in touch days):** Unlike employees, clergy office holders do not lose SMP if they stay in touch with the parish or diocese or carry out some of the duties of their office during their maternity leave. Therefore, clergy do not arrange Keeping in Touch (KIT) days, as they do not lose stipend when they keep in touch with parishioners or the diocese. However, clergy will need to consider in advance what arrangements they want to make for keeping in touch during any period of maternity (and other) leave, as they may wish to set out clear boundaries.
- **Returning to work after maternity leave:** under current regulations, senior staff will assume that the maternity leave will end at the dates which had been agreed with the individual. If an individual wishes to return to work before their official return date, then they should discuss this with the appropriate Archdeacon so that arrangements can be made and any advice or other support can be given. Eight weeks' notice should be given if the return to work date is to be changed.
- **Assistant curates:** where an individual is in a training role, appropriate extensions to the training or other arrangements will be agreed by the diocesan director of ordinands or archdeacon as appropriate.

ii) Paternity leave

- **Communication:** Clergy are asked to inform their archdeacon and the diocesan director of human resources as soon as possible of their wife's pregnancy (the information is, of course, treated with the strictest of confidentiality). Initial thoughts regarding potential paternity leave can be discussed – and the HR Team can give details and links for the forms notifying the Church Commissioners of leave.
- **Qualifying criteria:** An individual who is the father of the child (adopted, foster or birth) or married to the child's mother, is entitled to paternity leave if they have the responsibility of the child's upbringing. For clergy who otherwise qualify, the leave and pay are available regardless of length of service.
- **Entitlement:** The individual is entitled to take two consecutive weeks paid leave, ideally not two separate weeks and not individual days (but local arrangements may require flexibility), discussions should take place locally regarding cover etc.

iii) Adoption leave

- Communication: Clergy are asked to inform their archdeacon and the director of human resources as soon as possible of their adoption in order to receive information/advice regarding their entitlement to adoption leave and pay. It is important to be aware that a placement can happen at short notice after a period of waiting. Those considering adoption need to have done some planning in advance and discussed their intentions and arrangements with the appropriate individuals (which may include DDO, archdeacon, training incumbent or dean of women's ministry).
- Time off for introductions: Clergy have the right to paid time-off for specific introduction meetings with appropriate social workers/children. They need to inform their archdeacon of this.
- Adoption leave entitlements: This can begin once a cleric has been matched with a child through an authorized adoption agency. Adoption leave may last up to 52 weeks and is made up of two parts: ordinary adoption leave (39 weeks); and additional and unpaid adoption leave (13 weeks).
- Claiming benefits: Statutory adoption pay is paid via the normal stipend arrangements for 39 weeks in total. After the 39 weeks the individual is entitled to a further 13 weeks unpaid leave.
- Working through adoption leave (keeping in touch days): Unlike employees, clergy office holders do not lose SAP if they stay in touch with the parish or diocese or carry out some of the duties of their office during their adoption leave. Therefore, clergy office holders do not arrange keeping in touch (KIT) days, as they do not lose stipend when they keep in touch with parishioners or the diocese. However, clergy will need to think through in advance what arrangements they want to make for keeping in touch during any period of adoption leave, as they may wish to set out clear boundaries.

For maternity, paternity and adoption leave:

- Cover: Clergy (unless they are curates in training), are legally responsible for arranging their own absence cover whilst on leave. Area deans and archdeacons will always help with this responsibility.
- Pension: During any paid element of leave, you will continue to accrue pensionable service. Unpaid leave is not pensionable.
- Housing: Clergy (including self-supporting ministers) have the right to remain in their housing during a period of maternity/ adoption, paternity or shared parental leave.
- Self supporting ministers: Clergy who do not receive a stipend are eligible to the leave associated with maternity, adoption and shared parental policies, but are not entitled to receive the payments.
- Training curacies: These can be extended for up to one year in order to accommodate a period of leave

iv) Shared parental leave

- What does this mean? After taking two weeks' compulsory leave there is an entitlement to reduce maternity or adoption leave either by returning to work before the full entitlement of statutory maternity/adoption leave has been taken, or by giving notice to curtail their leave at a specified future date and to share the balance of any remaining leave, and pay, with the other parent. The eligibility and notification requirements for shared parental leave are complex. If you are considering shared parental leave, please get in touch with the HR Team at Church House who will be able to share details of how this can work in practice, and link up with the archdeacon who can support further discussions. The most up to date details including statutory eligibility, notification requirements and entitlements can be found on the following government website at www.gov.uk/shared-parental-leave-and-pay

b) Compassionate leave

The Diocese of Guildford longs to support as best as it can those clergy who suffer illness or bereavement in their families. Please be in touch with your archdeacon in these circumstances and he/she will do all they can to support you during this period and talk to you about any adjustments that you might need to make to your ministry or time off that you might need.

7. When you are Sick or Unwell

Clergy are human and, from time to time, they need permission to be unwell. During this time, bishops and archdeacons, with the support of the area dean and HR department, will do all they can to care and support them

All people experience periods of sickness from time to time. Occasionally, clergy feel that they need to be superheroes and do not permit themselves the time and space needed for proper rest and healing! It is extremely important that you are wise in decisions about your own health. Self-care is a foundational value in the pastoral care of others. The Bishop's Leadership Team care deeply that you are supported through any period of ill health and, alongside our area deans and HR department, will work to support you in any way that they can. If you are unwell, it is imperative that you seek the advice of your GP. If it is their judgement that you should be signed off work, this must be respected. In this instance, all we ask you to do is the following:

a) All you need to do if you are signed off work is...

1. Inform your archdeacon as soon as you have been signed off work. S\he will be the pastoral contact during your period of illness and will need to know any engagements in your diary that churchwardens are unaware of and will need to be covered.
2. Send your self certification (if sick for up to 7 days) or fit note (if sick for more than 7 days) to Sarah Bolton, Clergy Appointments Officer, Church House Guildford, 20 Alan Turing Way, Guildford, GU2 2YF or scan and send to sarah.bolton@cofeguildford.org.uk A link to a self-certification may be found in section (c) 3 on p.33
3. Arrange for a message to be placed on your answer-phone and emails stating:
"I am currently off duty. If your enquiry is in relation to church business, please contact one of the churchwardens (names, phone numbers or emails). If you need to speak to an ordained minister, please contact (name of contact within ministry team or Area Dean, phone numbers or emails). Thank you."
4. After doing these things, it is imperative for your protection and for clarity of communication that you do not engage in any activity relating to ministry or work. The parish will be taken care of by the churchwardens and ministry team under the oversight of the area dean.

In terms of who does what during this period:

- The archdeacon will take a lead on your pastoral care. He or she will give you space during this period but will want to check in with you from time to time and offer the ministry of prayer and pastoral care. You are encouraged to be in touch with him/her as often as you like.
- The area dean will assume responsibility with the churchwardens for the parish. If there is an associate minister or retired clergy, it is likely that most of the day to day ordained ministry will be carried out by local clergy. The area dean will, however, keep in touch and provide support. This works in a similar way to how a vacancy is managed.
- The Clergy Appointments Team at Church House Guildford will manage all the paperwork. They will process the sick notes that you send them and ensure that you continue to receive your stipend.
- Bishops will obviously want to keep in touch too. The archdeacons will usually report on your progress to the bishops who will usually be in touch and will keep you in their prayers.

The details of your illness remain strictly confidential to bishops, archdeacons and the CA team.

b) Guidelines to Support Clergy and Families through Sickness

1. Introduction
 - 1.1 All clergy will be supported through the stages of short, medium and longer term sickness, and in critical illness.
 - 1.2 Diocesan support from central offices and personnel – the guidelines set out in this document focus on how senior clergy and support centrally within the diocese will be offered, and co-ordinated. What remains key are the support networks, and the pastoral and practical care that local clergy, senior colleagues, and local communities are able to provide.
 - 1.3 The guidance provided in this document is generic insofar as it is compatible with particular clergy's terms of service but in the case of office holders who are freehold, SSM or employed under a specific contract of employment slightly different provisions may apply. Should the need arise they can consult the diocesan director of human resources and/or the archdeacon.
 - 1.4 This guidance sets out good procedural practice in supporting clergy but where the guidelines reflect legal provision the relevant references are given.
2. Principles

This policy is based on the following principles:

 - 2.1 Respect for individual dignity and privacy – to ensure that medical information (see 2.3) is only shared with the individuals' express informed consent.
 - 2.2 Quality pastoral and practical care – to ensure that we stay in touch throughout the stages of illness and/or longer term treatment and that we can offer and/or link with local networks of colleagues, for the best professional, pastoral, and practical care.
 - 2.3 Seeking medical reports and professional advice – to ensure that any medical reports obtained when needed, will offer practical advice, suggestions and recommendations phrased both in terms of fitness for duty, and short, medium and longer term adjustments which will enable the individual to return to full capacity at work as safely as possible. (Reg 28 of the 'The Ecclesiastical Offices (Terms of Service) Regulations 2009', as amended by subsequent legislation, applies to those on Common Tenure whether stipended or not).

www.churchofengland.org/sites/default/files/2017-10/terms-of-service-regulations-updated-to-july-2017.pdf

 - 2.4 Ensuring appropriate financial support – to ensure that stipends are maintained within the appropriate diocesan and Church Commissioner policies, and that in cases of hardship we will work to try and secure grants and other benefits from appropriate bodies on an individual's behalf.
 - 2.5 Being flexible and focusing on the individual – to work with an individual to help them structure their working schedule and workload in such a way that will give them the maximum flexibility to balance managing their medical treatment with maintaining effectiveness and efficiency at work. The Diocese may take independent medical advice to ensure we are giving the most appropriate support (for example through the advice of the occupational health doctor - see 3 below (Reg 28 of the 2009 Regulations applies to those on Common Tenure whether stipended on not).
 - 2.6 Providing information and support – to work with individuals to seek out information that may help with their circumstances, and where appropriate and wanted, put people in touch with others known to us who may have knowledge of/been through similar situations and can offer support.
 - 2.7 Providing assistance with cover arrangements - often an individual is left to make their own arrangements at a time when they are feeling most vulnerable/ill. We will work with individuals to lighten this load and to help make cover arrangements for them where this is helpful.

3. The role of Occupational Health

(Reg 28 of the 2009 Regulations applies to those on Common Tenure whether stipended or not).

- 3.1 The diocesan occupational health arrangements have a professional consultancy arrangement with a qualified and experienced independent occupational health provider.
- 3.2 Occupational health (OH) advice focuses on how the individual's medical condition impacts on their ability to fulfil their role and what reasonable adjustments might be made to facilitate a return to full capacity. Advice may include a framework and guidelines for managing a gradual return process, and may also include, where appropriate, advice for family, colleagues, line managers, and senior staff.
- 3.3 The occupational health professional will look at nature of work, workload, current pressures, and priorities, and give their advice on what is realistic and what is not advisable. It is usual that more than one OH appointment will be made so that the OH physician can help the individual track progress and increase workload gradually and so return to their full duties.
- 3.4 Occupational health referrals are made by the clergy appointments team following a discussion with the archdeacon, head of HR, and individual concerned.

4. Critical illness

There are 4 stages to critical illness: (i) diagnosis; (ii) treatment; (iii) recovery; (iv) return to work.

4.1 Diagnosis

- 4.1.1 It may be that an individual has taken some time to achieve a diagnosis of a critical illness, or that a diagnosis is a sudden shock.
- 4.1.2 It is important that as soon as possible after diagnosis the individual contacts their archdeacon, or diocesan director of human resources, so that both practical and pastoral support can be put in place.
- 4.1.3 The archdeacon will arrange to meet the individual as soon as possible and will be in touch with their senior colleague or area dean. They will ensure the individual has access to this policy and will talk through immediate plans for treatment and other hospital visits etc, the likely impact of treatment, whether or not it would be appropriate for the individual to continue to work and how this should be reviewed. They will also review local cover arrangements with the appropriate people. Most importantly they will focus on the likely impact of the diagnosis and ongoing medical treatment on the individual themselves, their family members, their team/local senior colleagues, and their local church communities.
- 4.1.4 The primary purpose of this meeting (which may be with the individual on their own or with a spouse or other family member or colleague – whichever they prefer) is to be as supportive as possible, to explain the diocesan priorities in supporting its clergy, to offer practical and pastoral support and to ensure local pastoral and practical support

4.2 Treatment stage

- 4.2.1 The nature of treatment for critical illnesses will vary from person to person and will determine how much/what work an individual is able to maintain.
- 4.2.2 If an individual is absent for more than an initial 7 day self-certifiable period a doctor's certificate is required. For this, and for subsequent absences, all certificates should be sent to the clergy appointments team as soon as possible.
- 4.2.3 During treatment (or with long term sickness for other reasons) an archdeacon or any other nominated contact person, should arrange to be in contact at regular intervals - purely for the purposes of keeping in touch
- 4.2.4 At any stage of an individual working through treatment they feel they are unable to work, or are advised not to for a period of time, they should let their archdeacon know and send in doctor's certificates at the appropriate times.

4.3 Recovery & returning to work

- 4.3.1 During a period of recovery and the road to returning to full capacity/duties the diocese may take professional medical advice on what is most appropriate for an individual.
- 4.3.2 Through the clergy appointments team, a referral may be made by the archdeacon for the individual to meet with their chosen occupational health service, who will give both the individual and the diocese professional advice.
- 4.3.3 The occupational health professional will look at nature of work, workload, current family and other pressures and priorities, and give their advice on what is realistic and what is not advisable. It is usual that more than one OH appointment will be made so that the OH professional can advise and help the individual, their senior colleagues, senior staff, to make adjustments, track progress and increase workload gradually and so return to their full duties safely.
- 4.3.4 The occupational health professional will advise appropriate adjustments throughout the period of recovery, and the phased return to work. These may include a range of temporary changes e.g: reduced working hours; reduced days; change in role; reduced responsibilities; recommendations to assist plans for transport to and from work engagements; onward referral for other professional specialist advice and guidance (where appropriate these costs will be met by the diocese), and any other reasonable adjustments that would be helpful.
- 4.3.5 Where appropriate the diocesan director of human resources, the archdeacon, or a local senior colleague, may arrange a 'round-table' discussion to ensure that the professional advice and guidance, and diocesan and local pastoral and practical support which are in place for the individual and their family, are well planned and coordinated.
- 4.3.6 A staged return to work may go beyond what is provided for in the 2009 Regulations but it is open to the diocese to implement this in accordance with good occupation health practice.
- 4.3.7 Where clergy have sick notes and return to work before it is advised by the occupational health or medical professionals, this could invalidate insurance.

4.4 Where an individual is unable to return to work

- 4.4.1 In the most serious of cases, it may be that an individual will not be able to return to, or maintain their duties.
- 4.4.2 Where their own doctor and the occupational health advice concurs, the diocese through the diocesan director of human resources will make the appropriate applications through the clergy pension scheme.
- 4.4.3 Where the individual is not able to move from the diocesan property into their own accommodation the diocese will do all it can to provide assistance and/or advice.
- 4.4.4 Initially a period of 3 months will be given to remain in the current property during which time the diocese will work with the individual and family to help them find alternative accommodation.
- 4.4.5 Pastoral support to both family members and the individual will be paramount at this time.

4.5 Supporting clergy when another member of their family is critically ill

- 4.5.1 There is a right to request time off or to have adjustment to the duties of the office in order to look after a dependent. www.churchofengland.org/more/clergy-resources/clergy-payroll/parental-leave

5. Payments during ill-health absence

- 5.1 This link www.churchofengland.org/more/clergy-resources/national-clergy-hr/clergy-payroll/what-happens-if-i-am-ill is for the statutory sick pay form (SC2) which a cleric should complete and return to the clergy appointments team at Church House Guildford as soon as possible.
- 5.2 A certificate must cover all days of absence through sickness, although for the first seven days a 'self certification' is acceptable.
- 5.3 If the absence is to be for a period longer than seven days, then individuals must consult their

doctor and obtain a medical statement giving the reason for their absence from work. For longer periods of sickness absence doctor's consecutive notes should be sent at regular intervals according to the dates given on each note.

- 5.4 This statement should be sent to the clergy appointments team who will arrange for it to be forwarded to the Church Commissioners. Once the Church Commissioners have received the statement you will receive a letter of acknowledgment from the clergy pay department.
 - 5.5 The diocese offers an occupational sick pay scheme during periods of certificated absence. The scheme supplements statutory sick pay and other benefits so as to maintain normal pay during defined periods of sickness absence.
 - 5.6 Regulation 27(4) confers on the office holder on common tenure a legal minimum entitlement to full stipend for the period during which SSP is payable. Please note that this is 28 weeks.
 - 5.7 Under the occupational sick pay scheme individuals may receive payment for a maximum of 26 calendar weeks within a 12 month period which will be monitored by the archdeacon.
 - 5.8 A further period of three months of full stipend/SSP/benefits may be agreed, only when the individual has been referred to the diocesan occupational health physician and a report/progress update and professional medical advice has been received.
 - 5.9 A final period of three months at full stipend (SSP/benefits) may be agreed at the discretion of the bishop (and again only when the individual has had regular reviews with the diocesan occupational health physician) and in preparation for moving to zero pay from the end of that time.
 - 5.10 Any clergy who do not qualify for SSP under government regulations or have exhausted their period of entitlement can claim sickness benefit direct from the appropriate government department.
6. Professional counselling for clergy & their families
 - 6.1 Through the occupational health referrals, individuals may be recommended referral for professional counselling: this may be to an external therapist or to the diocesan service as most appropriate. Other referrals may be made for other short term medical interventions/support e.g. physiotherapy.
 - 6.2 Individual members of the clergy, and their families are also able to refer themselves independently to the diocesan professional counseling service. For further information individuals can contact their archdeacon or the diocesan director of human resources. All referrals made are in confidence.
7. Disability as a result of critical illness
 - 7.1 In its support of all sick clergy including their family circumstances, the diocese will follow the spirit of the Equality Act (regardless of whether or not the individual's circumstances falls within the legal definition of a disability which is set out in the act).
 - 7.2 Where a critical illness has left an individual with a disability, or where an individual with a disability is appointed to a clergy role, the diocese will take responsibility for working with the individual (and where appropriate local senior colleagues) to ensure that appropriate reasonable adjustments are made that will enable the individual to work effectively.
 - 7.3 The archdeacon and diocesan director of human resources will work together with the individual and their local senior colleagues to ensure the parish (es) are aware of, and have the training required, to ensure that local reasonable adjustments are in place.
 - 7.4 Centrally, the archdeacon and diocesan director of human resources will make the appropriate links with departments (eg property, mission etc.), to ensure the individual is supported, and their needs addressed appropriately; and will also ensure that there is access to appropriate professional advice and support which will ensure that the individual is able to take up/continue their role effectively.
 - 7.5 In circumstances where specific equipment is required, eg specialist software, adaptations to property etc, the diocesan director of human resources and archdeacon will provide advice on funding and resourcing.

c) Procedure for Reporting Clergy Sickness

1. All instances of clergy sickness absence should be reported to the archdeacon on the first day of absence, or as soon as possible afterwards, in exceptional circumstances.
2. Any absences lasting between four and seven days must be covered by a self-certificate (form SC2). A template self-certificate form can be downloaded at: www.gov.uk/government/publications/statutory-sick-pay-employees-statement-of-sickness-sc2
3. Any absences lasting seven days or longer must be covered by a statement of fitness for work, also known as a medical certificate or doctor's note. For longer periods of sickness absence, consecutive statements of fitness for work should be sent to the clergy appointments officer (sarah.bolton@cofeguildford.org.uk) at regular intervals according to the dates given on each note.
4. The clergy appointments team notifies the diocesan finance department of the absence and forwards any certificates. The chaplain to the Bishop of Guildford will also be made aware for follow up, if appropriate e.g. making the bishop aware of an extended period of absence.
5. A return to work discussion should be carried out when a member of clergy returns or is about to return from a period of sickness absence. This is to ensure that appropriate support is put in place to support them as they return to ministry. This discussion will be held with an archdeacon, assistant archdeacon or area dean.

Diocesan Clergy Appointments Team	
Clergy Appointments Officer	Sarah Bolton ☎ 01483 790325 ✉ sarah.bolton@cofeguildford.org.uk

“And if after all this you still have trouble saying no (like many of us), and if you still feel that your life is run by other people's agendas, enjoy this final thought: What is your big yes? In that area of life where you exercise leadership, what is the one thing, more than any other, that you feel called to? Sit still and contemplate this, the biggest stone of all: and then when you know your big yes, all those other little nos might fall into place.

And if even this fails, remember the story of the bishop who went to see his spiritual director and told him all his troubles. The wise spiritual guide sat back in his chair and advised the bishop to sleep more. ‘Why?’ asked the bishop. ‘It will limit your opportunity to do further damage’ came the reply.

Stephen Cottrell *Hit the Ground Kneeling* (CHP, 2008) p.81

8. When you need some extra help

All sources of support listed below welcome self-referral. Please do not hesitate to be in touch with your archdeacon for further clarification or regarding an omission. The list is not exhaustive.

(a) Medical Support	
Medical Emergency (Anyone)	NHS ☎ 111
Health Checkup (Anyone aged 40-74)	NHS 🌐 www.healthcheck.nhs.uk
Your General Practitioner	Please register with a GP if you have not done so already
Medical Consultations (For all Clergy)	St Luke's Healthcare for the Clergy ☎ 020 7898 1700 🌐 www.stlukeshealthcare.org.uk
(b) Psychological and Emotional Support	
Clergy Counselling Service (For all Clergy)	Sue Haycroft ☎ 01372 461061 🌐 sue.haycroft@cofeguildford.org.uk
Confidential online forum for Clergy	The Sheldon Hub 🌐 sheldonhub.org
Centre which specialises in clergy wellbeing	Sheldon Retreat Centre ☎ 01647 252752 🌐 sheldon.uk.com
(c) Pastoral Support	
For all Associate Clergy	Contact your Incumbent in the first instance
For Incumbents	Contact your Area Dean in the first instance
For Area Deans	Contact your Archdeacon in the first instance
For Serious Concerns	Bishops and Archdeacons are never too busy!
(d) Marriage Support	
Marriage Preparation (for all couples)	Engaged Encounter (an initiative of the Catholic Church) 🌐 www.engagedencounter.org.uk
Marriage Support (For all couples)	Relate - the Relationship People ☎ 0300 003 0396 🌐 www.relate.org.uk
Marriage Enrichment (for all couples)	Marriage Encounter (an initiative of the Catholic Church) 🌐 www.wwme.org.uk
Marriage Breakdown (for clergy)	Broken Rites 🌐 www.brokenrites.org

(e) Addiction & Dependency Support

Alcohol Dependency (NHS Guidance)	NHS - Alcohol support ☎ 111 ☎ www.nhs.uk/live-well/alcohol-support
Alcohol Dependency (Advice & Information)	Drinkaware (independent charity offering advice & information) ☎ 020 7766 9900 ☎ www.drinkaware.co.uk
Alcohol Dependency (To help quit)	Alcoholics Anonymous (concerned solely with personal recovery) ☎ 01904 644026 ☎ www.alcoholics-anonymous.org.uk
Alcohol Dependency (To help quit)	Turning Point (offering detox and rehabilitation services) ☎ www.turning-point.co.uk
Drug Dependency (National helpline)	National Drugs Helpline ☎ 0800 776600
Drug Dependency (Advice & Information)	Frank (free, confidential advice and information 24 hours a day) ☎ 0800 776600 ☎ www.talktofrank.com
Drug Dependency (Help to quit)	QUIT (advice and support to give up smoking) ☎ 0800 002200 ☎ www.quit.org.uk
Drug Dependency (For parents of users)	PADA (Parents Against Drug Abuse - supports families of users) ☎ 0845 023867
Gambling Dependency (National Helpline)	Gamcare (free help and support for people with a gambling problem) ☎ 0845 6000 133 ☎ www.gamcare.org.uk
Gambling Dependency (Advice & Information)	National Problem Gambling Clinic (based in London) ☎ 020 7534 6699 ☎ www.cnwl.nhs.uk
Gambling Dependency (Help to quit)	Gamblers Anonymous (for 12 step meetings) ☎ 020 7384 3040 ☎ www.gamblersanonymous.org.uk
Gambling Dependency (For relatives)	Gamanon (for relatives of problem gamblers) ☎ 08700 508880 ☎ www.gamanon.org.uk
Pornography Dependency (Advice & Information)	Association for the Treatment of Sexual Addiction & Compulsivity ☎ www.atsac.org.uk
Pornography Dependency (Advice & Information)	Covenant Eyes (provides online accountability) ☎ (US Number) 989 720 8000 ☎ www.covenanteyes.com
Pornography Dependency (Help to quit)	Sex Addicts Anonymous (based on 12 steps of AA) ☎ www.aauk.info
Pornography Dependency (Help to quit)	The Laurel Centre (uses the CHOICE recovery model) ☎ 020 7965 7302 ☎ www.thelaurelcentre.co.uk

(f) Bereavement Support

Bereavement Care (For all people)	Cruse (support, advice and information when someone dies) ☎ 0808 808 1677 ☎ www.cruse.org.uk
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(g) Caring for a Relative or Friend Support

Caring
(Advice and Support)

Carers UK (making life better for carers)
☎ 0808 808 7777 🌐 www.arersuk.org

Caring
(Social care guide)

NHS - explanation of social care and how it works
🌐 www.nhs.uk/conditions/social-care-and-support-guide/

Caring
(for elderly)

Age UK (emotional, financial and practical support available)
☎ 0800 678 1602 🌐 www.ageuk.org.uk

Caring
(for disabled children)

Contact (for families with disabled children)
☎ 0808 808 3555 🌐 www.contact.org.uk

Caring
(financial support)

Disability Grants (helps you save time finding the right grant)
🌐 www.disability-grants.org

(h) Financial Support

Payroll
(Stipendiary Clergy)

Payroll Services (Clergy Team) at CH, Westminster
☎ 020 7898 1618 🌐 clergy.payments@churchofengland.org

Clergy Pensions
(Stipendiary Clergy)

Church of England Pensions Board
☎ 020 7898 1000 🌐 pensions@churchofengland.org

Debt Management
& Money Advice

Christians Against Poverty 🌐 www.capuk.org
Money Advisory Service 🌐 moneyadvice.service.org.uk

Financial Support
& Grants for Clergy

Clergy Support Trust (formerly Sons & Friends of the Clergy)
☎ 020 7799 3696 🌐 www.clergysupport.org.uk/sonsandfriends
This is the largest source of financial support for clergy - it has a very user friendly website which will guide you in an application.

The Bishop of Guildford's Discretionary Funds
☎ 01483 590500 🌐 Contact the bishop's chaplain
The bishop has various smaller discretionary funds which can often help with one off small grants in times of need.

The English Clergy Association
All details on their website 🌐 clergyassoc.co.uk
Holiday grants are given, in many cases of a sufficient size to make a helpful contribution to clergy (and families) enjoyment of life.

Frances Ashton's Charity
☎ 07775 717606 🌐 francesashton@hotmail.co.uk
Provides grants for needy clergy of the Church of England. Applications by 1 June for an annual distribution in September

Foundation of Edward Storey (women only)
☎ 01223 364405 🌐 edwardstorey.org.uk
Founded in 1693, gives grants to financially unsupported single applicants: clergywomen, widows, divorced spouses etc.

(h) Financial Support (continued)

Financial Support
& Grants for Clergy
(continued)

Pyncombe Charity

☎ 01984 618388 ✉ joeandrita@waitrose.com

Serving Anglican clergy under 70 years of age who are in financial need through illness, accident or special circumstance.

Society for the Relief of Poor Clergy

All details on their website ✉ srpc-aid.com

Founded in 1788 to aid evangelical clergy and their dependants to help in times of sickness, bereavement or other difficulties

Souter Fund for Clergy

☎ 01483 212663 ✉ archdeacon.surrey@cofeguildford.org.uk

Provides grants for Church of England clergy in the South-East of England who need financial support.

St George's Trust

☎ 07739 012459 ✉ fsje.org.uk/the-st-georges-trust

Provides grants for Church of England clergy taking sabbaticals. Apply through the website above (ideally early in the year).

Tranquility House Trust

☎ 01626 369881 ✉ No website or email

Provision of holidays for clergy of the Church of England and families - prioritising those most in need.

Financial Support &
Grants for Retired Clergy

Dr George Richards Charity

☎ 07739 012459 ✉ fsje.org.uk/the-st-georges-trust

Financial assistance for Anglican clergy retired early through ill health - includes widows and dependant children.

Financial Support &
Grants for Families of Clergy

Newton's Trust

☎ 01543 302924 ✉ d.wallington@ntlworld.com

Provides financial assistance to widows or unmarried daughters of clergy or separated or divorced wives of clergy.

St George's Trust

☎ 07739 012459 ✉ fsje.org.uk/the-st-georges-trust

Provides grants for Church of England clergy taking sabbaticals. Apply through the website above (ideally early in the year).

Rustat Trust

☎ 01223 339699 ✉ choir@jesus.cam.ac.uk

Provides grants for needy clergy whose children are in state maintained schools (particularly keen to help curates).

Foundation of Edward Storey (women only)

☎ 01223 364405 ✉ edwardstorey.org.uk

Founded in 1693, gives grants to financially unsupported single applicants: clergywomen, widows, divorced spouses etc.

(i) Housing Support	
Housing Maintenance (Stipendiary Clergy)	Property Department, Church House Guildford ☎ 01483 790305 ✉ property@cofeguildford.org.uk
Housing Concerns (Stipendiary Clergy)	The Archdeacons Contacts on p.41
(j) Legal Support & Conflict Resolution	
Legal Support	Guildford Diocesan Registry ☎ 020 7222 5381 ✉ guildforddiocesanregistry.co.uk
Conflict Resolution & Mediated Conversations	The Archdeacons Contacts on p.41
Conflict Resolution & Mediated Conversations	Acorn Christian Healing ☎ 07745 148970 ✉ www.acornchristian.org
Conflict Resolution & Mediated Conversations	Bridge Builders (contact Archdeacons for locally trained people) ☎ 020 3968 4999 ✉ www.bbministries.org.uk
(k) Mentoring	
Mentoring Scheme (Diocese of Guildford)	Contact the Archdeacon of Dorking (details on p.41)
(l) Safeguarding Support - Key Contacts	
Diocesan Safeguarding Officer	Jackie Broadfoot ☎ 07918 559387 ✉ jackie.broadfoot@cofeguildford.org.uk
National Contacts	Childline (for children: on line, on the phone, anytime) ☎ 0800 1111 ✉ www.childline.org.uk
Childrens Services	Stop it Now! (helping prevent child sexual abuse) ☎ 0808 1000 900 ✉ www.stopitnow.org.uk
Adult Services	National Association for People Abused in Childhood ☎ 0808 801 0331 ✉ www.napac.org.uk Samaritans ☎ 116123 ✉ www.samaritans.org Modern Day Slavery Helpline ☎ 0800 0121 0700 ✉ www.modernslaveryhelpline.org

(I) Safeguarding Support - Key Contacts

	<p>24hr National Domestic Abuse Helpline ☎ 0808 2000 247 🌐 www.nationaldahelpline.org.uk</p> <p>Deafhope (BSL) ☎ (Text) 07970 350366 🌐 www.deaf-hope.org</p> <p>Survivors UK ☎ 0203 598 3898 🌐 www.survivorsuk.org</p>
Local Support	<p>Rape and Sexual A ☎ 01483 568000 🌐 www.rasasc.org</p>
Surrey County Council	<p>Adult Services ☎ 0300 470 9100 🌐 ascmash@surreycc.gov.uk</p>
Single Point of Access (SPA)	<p>Children's Services ☎ 0300 470 9100 🌐 csmash@surreycc.gov.uk</p> <p>Domestic Abuse Services - Surrey (Your Sanctuary) ☎ 01483 776822</p>
Hampshire County Council	<p>Mental Health Crisis Helpline ☎ 0300 456 8342</p> <p>Adult Services ☎ 0300 555 1386 (office hours)</p>
Multi-Agency Safeguarding Hub (MASH)	<p>Children's Services ☎ 0300 555 1384 (office hours) 0300 555 1373 (out of hours)</p> <p>Domestic Abuse Services - Hampshire ☎ 0330 016 5112</p> <p>Mental Health Crisis Helpline ☎ 0300 500 0101</p>
West Sussex	<p>MASH ☎ 01403 229 900 (office hours) 0330 222 6664 (out of hours) 🌐 mash@westsussex.gcsx.gov.uk</p>
Multi-Agency Safeguarding Hub (MASH)	<p>Domestic Abuse Services - West Sussex ☎ 07834 968539</p>
Kingston Borough Council	<p>Kingston Adult Safeguarding ☎ 0208 547 5005 (office hours)</p>
Kingston & Richmond Safeguarding Children's Partnership (KRSCP)	<p>Single Point of Access: ☎ 0208 547 5008 (office hours) 0208 547 5000 (out of hours)</p> <p>Domestic Abuse Services - Kingston DV Hub ☎ 0330 016 5112</p> <p>Mental Health Crisis Helpline ☎ 0300 500 0101</p>

(l) Safeguarding Support (Continued)

West Sussex	MASH ☎ 01403 229 900 (office hours) 0330 222 6664 (out of hours) ✉ mash@westsussex.gcsx.gov.uk
Multi-Agency Safeguarding Hub (MASH)	Domestic Abuse Services - West Sussex ☎ 07834 968539
Kingston Borough Council	Kingston Adult Safeguarding ☎ 0208 547 5005 (office hours)
Kingston & Richmond Safeguarding Children's Partnership (KRSCP)	Single Point of Access: ☎ 0208 547 5008 (office hours) ☎ 0208 547 5000 (out of hours) Domestic Abuse Services - Kingston DV Hub ☎ 0330 016 5112 Mental Health Crisis Helpline ☎ 0300 500 0101

(n) Vocational Support

CMD (All Clergy)	Department of Mission ✉ www.cofeguildford.org.uk/about/dvm/continuing-ministerial-training/cmd-programme
Any Ministerial Development Issue	Department of Mission ✉ peter.harwood@cofeguildford.org.uk ☎ 01483 484921
Initial Ministerial Development Issues	Department of Mission (Diocesan Director of Ordinands) ✉ ddo@cofeguildford.org.uk ☎ 01483 790322
Clarity of Expectation around SoPs	Your Archdeacon & Human Resources Department ✉ archdeacon.dorking/surrey ☎ 01483 790352 / 790366
Extended Ministerial Development Leave	Director of Mission ✉ peter.harwood@cofeguildford.org.uk ☎ 01483 484921
Parish Support	Parish Coordination Team at Church House Guildford ✉ parishcoordination@cofeguildford.org.uk ☎ 01483 790346
Considering a Change in Ministry	Your Archdeacon & Human Resources Department ✉ archdeacon.dorking/surrey ☎ 01483 790352 / 790366 Clergy Transition Service ✉ clergy.transitions@churchofengland.org ☎ 0207 898 1237 Pathways ✉ pathways@churchofengland.org Church Times ✉ jobs@churchtimes.co.uk



(o) Bishop's Leadership Team and Support Staff	
Bishop of Guildford The Rt Revd Andrew Watson ☎ 01483 590500 ✉ bishop.andrew@cofeguildford.org.uk	Bishop of Dorking (vacant)
Archdeacon of Surrey The Venerable Paul Davies ☎ 01483 790366 ✉ archdeacon.surrey@cofeguildford.org.uk	Archdeacon of Dorking The Venerable Martin Breadmore ☎ 01483 790349 ✉ archdeacon.dorking@cofeguildford.org.uk
Dean of Guildford The Very Revd Dianna Gwilliams ☎ 01483 547862 ✉ dean@guildford-cathedral.org	Diocesan Secretary Geraldine Newbold ☎ 01483 790303 ✉ geraldine.newbold@cofeguildford.org.uk
Director of Mission The Revd Dr Peter Harwood ☎ 01483 790921 ✉ peter.harwood@cofeguildford.org.uk	Director of Education Canon Alex Tear ☎ 01483 484900 ✉ alex.tear@cofeguildford.org.uk
(p) Other Useful Numbers	
Clergy Appointments Officer Sarah Bolton ☎ 01483 790325 ✉ sarah.bolton@cofeguildford.org.uk	Bishop of Guildford's Chaplain The Revd Jo Winn-Smith ☎ 01483 590500 ✉ bishops.chaplain@cofeguildford.org.uk
Head of the Mission Enabler Team The Revd Richard Lloyd ☎ 01483 484908 ✉ david.welch@cofeguildford.org.uk	PA to the Bishops of Guildford and Dorking Judy Porter ☎ 01483 590500 ✉ judy.porter@cofeguildford.org.uk
Head of Property Andrew Johnson ☎ 01483 547862 ✉ andrew.johnson@cofeguildford.org.uk	Parish Coordination Team Lead Kate Darwent ☎ 01483 790346 ✉ parish.coordination@cofeguildford.org.uk
Head of Communications Wendy Sleight ☎ 01483 790316 ✉ comms@cofeguildford.org.uk	Diocesan Safeguarding Advisor Jackie Broadfoot ☎ 07918 559387 ✉ jackie.broadfoot@cofeguildford.org.uk

* Whilst we attempt to keep this document as up to date as possible, do check on our website for the most recent contacts and details at www.cofeguildford.org.uk/about/who-we-are/diocesan-senior-leadership-and-teams.

9. For Clergy Spouses

We hope that the joys and privileges of ministry bring blessings to the wider households of clergy, but we recognise that the challenges and sacrifices of church leadership often overflow into the household too...

The experience, perspective and situation of each clergy spouse will be different. Whilst some will have lived in a clergy household for many years, for others the experience will be new. Whilst some will consider their calling to be a full time support to their spouse, others will have a demanding vocation of their own. Whilst some will share the faith of their spouse, others might not. We do, however, assume that all spouses will seek to flourish in life as well as support their spouse in a vocation which is like none other.

a) Flourishing as a clergy spouse

Many clergy spouses (and families) speak of the ways that they have been blessed through their spouses vocation. For those in parish ministry, this can often include being surrounded by a loving and supportive church community; sharing in people's lives at times of joy and sadness; the provision of a comfortable home... the list goes on. There will also be particular challenges. Amongst them might be the following:

<i>Identity and expectations:</i> whilst most churches no longer maintain the traditional stereotype of the 'vicar's wife' (as it used to be), there can still be expectations around the role, albeit subconscious.	Talk to your spouse about this. It is imperative that you work through these issues together. It can also be helpful to speak to a more experienced spouse. The area dean can arrange this for you.
<i>Public life and lack of anonymity:</i> clergy occupy a public role and, as such, the wider community has an interest in their life and views. Sometimes, this spills over to interest in their spouses and families	This takes a little getting used to and will vary according to context. If there is a particular incident that is causing press interest, contact your archdeacon or the head of communications.
<i>Availability and boundaries:</i> there is a perception that clergy are on duty 24/7. It can be very challenging when mealtimes and family time is interrupted by church business 'I know it's your day off but...'	Whilst real emergencies will always demand an instant response, they do not occur frequently. It is important to maintain proper boundaries for wellbeing and days off should not be disturbed.
<i>Time off and holidays:</i> whilst clergy can often be flexible in their management of time, they generally work six days a week and are often busiest during public and school holidays (e.g. Easter and Christmas)	It's important to acknowledge this and work around it. Make sure that space is kept in the diary after Christmas / Easter and busy periods for proper family time together.
<i>Home and office:</i> whilst a parsonage is a home, it's also a place of work. There are times when it can often feel like 'living above the shop' or even 'living in the shop'. It doesn't always feel like a family home.	Again, boundaries should be well set. If your parsonage does not allow for the separation of family and work space, talk to your archdeacon. It's possible some adjustments can be made.
<i>Budgeting and finance:</i> clergy are paid a stipend as opposed to a salary. The amount is relatively standard throughout the Church of England but living costs are significantly higher in the south-east.	The personal financial situations of clergy differ enormously. If, however, you are struggling financially do speak to your archdeacon as soon as possible and before it becomes a big problem.
<i>Friends and relationships:</i> can be tricky within the parish community. Whilst the cleric will not share confidential issues with a spouse, there can be a perception that the cleric has shared issues with you.	It's important to demythologise such perceptions. That said, friends outside the parish do help you to forget parish issues and relax effectively. We encourage you to invest in these friendships.

You may be interested to read Matthew Caminer's recent Grove Booklet [Living as a Clergy Spouse](#)

b) Seeking to support your spouse

All partners will want to support their nearest and dearest in whatever vocation or profession they have chosen. And we recognise that all jobs will have their ups and downs. Those who live in a clergy household will, however, know that there is something unique about this role. Through all its joys and blessings, it is a complex office. Much of its complexity comes from the expectations of it and projections onto it which are caused by a complex web of theology, ecclesiology, history, psychology and other factors too! It is an intensely public role (magnified by the expectation of living in a tied house, often next to the church), and one that is often expected to be available 24/7 to deal with the best and worst of human life.

The Diocese of Guildford is passionate about its care of clergy and wants to partner you in maintaining a healthy work/life balance so that your spouse can minister effectively and be committed to family and friends too. You are welcome to glance through this document to familiarise yourself with the covenant which the diocese has established for the wellbeing of its clergy. If you feel the need to make your spouse accountable for their part of the covenant, you could keep an eye on the issues in the table below! If you are concerned about any perceived lack of commitment on the part of the parish or diocesan commitment, please discuss this with your spouse and talk to your area dean or archdeacon about it.

	Ask your spouse:
1	Do they have a spiritual director to support them and make them accountable for their prayer life?
2	Do they have a work mentor - so that they can reflect well upon their ministry and address any issues with an experienced leader or minister (this also ensures that you do not end up doing this job which isn't fair to ask of a clergy spouse!)?
3	Do they take a complete day off every week? It is helpful if this can begin the evening before their day off and continue until the morning after (e.g if the day off is a Friday, there are no appointments in the diary for Thursday evening and they do not resume work until Saturday morning).
4	Do they take a complete 48 hours off once a month (in a month in which there are no bank holidays or annual leave)? This enables you to spend slightly longer away from the parish - maybe an overnight visit to family or friends. It is also helpful if your spouse is not able to access work emails or a parish phonenumber during this period.
5	Is the public and private space in the parsonage managed in such a way that ministry does not have a negative impact on, or unnecessarily interrupt, family life?
6	Are holidays put into the diary well in advance (it is helpful if they can appear 12 months before) so that they take priority in a busy diary?
7	Are challenges for your spouse or you as a clergy household properly addressed? It is much easier to address a problem before it becomes too big.

The clergy families network in its previous incarnation has closed down. The diocese does, however, provide occasions for clergy families to come together from time to time (not least in the biennial tent week at Willow Grange where there are various events) and there are also occasional quiet days for spouses which are appreciated by a significant number of people.

Finally, we wish to thank you for the support that you give to your clergy spouse whatever form that takes. You have our full support in encouraging them to care for themselves! Please do remember that the care that bishops and archdeacons have for their clergy extends to the clergy household and family also. If you have any concerns that you would value talking to your bishop or archdeacon about, please do not hesitate to be in touch directly. We are here to help and support you. A list of contacts for the Bishop's Leadership Team may be found on page 39 of this booklet.

10. For Churchwardens

We are deeply grateful for the role that you play in supporting and caring for clergy. We ask for your particular help in creating a culture of wellbeing but also for being alongside and supporting clergy when they are ill.

a) Proactive care: a culture of caring for the clergy

Through their close working relationship with clergy, churchwardens will know more than most the joys and challenges of ordained ministry. Your shared leadership with the clergy will have enabled you to glimpse the incredible blessings of ministry, but also the considerable expectations often placed on clergy. Sadly, in a small but significant number of cases, such expectations have contributed to the breakdown of health, ministry and relationships. The General Synod of the Church of England has wisely taken note that it needs to respond to concerns about clergy wellbeing and is working to foster a culture of self-care which is supported by dioceses and parishes. The Bishop's Leadership Team of the Diocese of Guildford seeks to care for all God's people, and wishes to do all it can to give particular support to those in positions of leadership and ministry. We value your partnership, therefore, in helping us to embed this culture of caring for all who work and minister in our parishes. This booklet is a start to embracing this new culture. We would be particularly grateful for your help with the following:

1. Supporting your clergy and ministers in their vocation to serve God and His people.
2. Reviewing the expectations of your ordained ministers in the context of new projects or initiatives and within your church's vision and strategy.
3. Ensuring that clergy have, and take, opportunities for rest, recreation, training, retreat and study.
4. Being active in offering care for the wellbeing and development of clergy.
5. Doing what you can to safeguard clergy and minister's availability for pastoral ministry, especially at times of deepest need, by relieving them of tasks that can be undertaken by others, and by facilitating support for those with disabilities where required and welcomed.
6. Expressing concern for the health and wellbeing of the minister directly to the minister and, where appropriate, to the bishop or archdeacon.
7. Recognising that the calling of clergy is to both church and community, and to work with them in a mutually accountable way.
8. Respecting the boundaries that clergy and their households should properly place around their home life, and to ensuring that the necessary space associated with being a public figure is respected and, where necessary, reinforced.
9. Working with clergy to ensure that boundaries in relation to the minister's household are respected and, where necessary, enforced.
10. Taking account of the care and wellbeing of a clergyperson's household when any initiative, project or other aspect of ministerial work is being considered.

Clergy are, of course, tasked with caring for churchwardens in the same way. As a *Transforming Church, Transforming Lives*, we seek to build communities that reflect the abundant life that Jesus offers and models. We believe that loving and caring for each other, after the one who came not to be served but to serve, is foundational for a transforming church. Please talk to your clergy about this new culture and covenant. One of the most powerful ways in which a culture of transforming relationships can be developed in a church is through effective modelling by the senior leadership team.

This intentional culture of mutual care and support is one that will be addressed in churchwardens' training days over the forthcoming years. In the meantime, if you have any concerns or questions, please do not hesitate to contact your archdeacon.

a) Reactive care: if your cleric is sick or unwell

Sickness can happen suddenly and unexpectedly. When the sickness of an incumbent lasts for longer than 7 days, it is helpful if it is managed in an organised way so that duties are carried out as efficiently as possible, and that everyone is clear about how duties are assigned and covered.

(i) Pastoral care of the cleric and their family

The archdeacon will be directly responsible for this with the support of the Human Resources Department at Church House Guildford. It is important that parishioners are advised not to contact the cleric during this time so that they have ample space for recovery. It can be challenging 'living above the shop' so undisturbed time needs to be guarded as much as possible. It is helpful for churchwardens to be the channel of communication - but be guided by the cleric about this. Often it is good practice to tell the cleric that you won't bother them - but that you're only a phone call away if they need support.

(ii) Pastoral care of the parish

When the incumbent is sick, the parish is managed as if in vacancy. The responsibility lies with the area dean and churchwardens. It is helpful if a small management team can meet monthly so that the diary and issues can be discussed. In matters of pastoral care and church business, it is helpful if parishioners can refer matters to the churchwardens in the first instance. If they feel that a priest is required, they can contact one of the ministry team or the area dean. The table below gives some brief guidance. Further information and guidance can be given by your area dean or archdeacon.

Organisation of a Management Team	This should consist of the area dean (who shall act as chairperson); churchwardens; licensed clergy and those with PTO who help in the parish or benefice; any other licensed ministers; and possibly the treasurer. Meeting monthly, it should make sure that all duties are covered and discuss important issues.
Management of the PCC	The PCC should be chaired by the lay vice-chair. It is important that no decisions involving major change of strategy or operations should take place during this period without consultation with the area dean.
Provision for Worship	It is helpful if a churchwarden can co-ordinate the rota for people leading worship. In some cases, the benefice or parish will be able to cover the incumbent's duties from within its team. If not, the area dean can advise.
Occasional Offices	If there is a parish administrator, it is best that baptisms and weddings are directed to the parish office. The administrator can either contact clergy directly or bring requests to a management team meeting. If there is no administrator, this responsibility needs to be undertaken by a churchwarden or responsible person. If possible, it can be helpful for an assistant cleric to be a point of contact for funerals
Administration	Please note that official documentation (such as churchyard forms) which need the signature of the incumbent will need to be signed by the area dean.
Safeguarding	Any safeguarding matters which should be referred to the incumbent should also be directed to the area dean or the responsible person who has been nominated.
Communication	The archdeacon will ensure that the incumbent has set up appropriate messages on answerphones and emails. It is helpful if the parish office does likewise.

Clergy who have been sick for more than 7 days are not permitted to return to work without having received a return to work interview by the archdeacon or director of human resources.

11. Latest Update

We recognise that, like most cultural change, clergy wellbeing is a journey. If this covenant stays between the pages of a booklet, it will have little impact. We are, however, working hard to embed this in the life of the diocese.

The launch of the Clergy Wellbeing Covenant (March 2020) took place in the midst of the Covid-19 pandemic when the pressures on clergy were very considerable. We recognise that the process of rebuilding after lockdown has been no less challenging - exacerbated by the highest inflation seen in this country for many years and a cost of living crisis that will impact on many - not least clergy. In attempting to support clergy in their personal and professional lives, we have invested in the following during the past 2 years:

(a) A New Counselling Service

Following the retirement of our former diocesan counsellor, and recognising the increased demand, we are now in partnership with the [Churches Ministerial Counselling Service](#). This is an organisation that has experience and specialism in working alongside clergy. It is free to clergy and their families and operates on a confidential self-referral basis. Full details can be found on their website.

(b) Work with Churchwardens and Parishes in Vacancy

We are using every opportunity to raise the profile of wellbeing in our work with churchwardens and key lay people in parishes. It now forms part of the churchwardens training and features in the new [Churchwarden's Handbook](#). We are also using vacancies to talk to PCCs about the covenant before appointments are made and are seeking to get their commitment to it ahead of the commencement of a new ministry.

(c) A New Mentoring Scheme

One of our major investments over the past 18 months has been the free mentoring scheme for clergy. This has been established by a small group in the diocese who have recruited and trained leaders for the task. Conversations are completely confidential - the only part the diocese plays is providing the framework, training and matching people. More information through claire.isherwood@cofeguildford.org.uk

(d) Parish Needs Process

Launched in September 2021, the [Parish Needs Process](#) represents a different culture in the way that we support each other in mission and ministry in the diocese. It involves the mission enabler team in Church House Guildford and the archdeacons coming alongside every single parish in the diocese to listen and discern where support might be given - and indeed where each parish can add value to the wider diocese.

(e) Course for First Time and New Incumbents

We have recognised that many first time incumbents have found navigating first steps in primary leadership alongside learning all the ropes of managing a parish in this climate exceptionally challenging. We've therefore invested in designing a two year programme for first time and new incumbents which aims to equip and support new primary leaders. More details from danny.wignall@cofeguildford.org.uk

(f) Appointment of Mission Enabler for Leadership and Development

Recognising that clergy are needing continued support in leadership, we've re-jigged the mission enabler team a little to enable one of the team to focus entirely on leadership development. This is another resource which is available for both clergy and leadership teams in helping them to lead in healthy and effective ways through this challenging season. More details from danny.wignall@cofeguildford.org.uk

We are always seeking to listen and respond to need and to be strategic in our approach to cultural change. Please send any ideas that you might welcome to archdeacon.surrey@cofeguildford.org.uk

12. Clergy MOT Checklist

Some may find the following quick checklist useful in summarising the recommendations outlined in this document. Tick whether each aspect of your discipline is strong (green); needs some work (amber); poor (red).

No	Pg	Checklist:	G	A	R
1	13	Pray daily in the way in which you find most helpful	✓		
2	13	Ensure you see a spiritual director or soul friend at least once a quarter			
3	13	Ensure that a retreat (up to 5 days) is booked into the calendar every year			
4	13	Ensure a culture of prayer is embedded in all aspects of your life & ministry			
5	13	Consider saying Morning and Evening Prayer daily in church with others			
6	13	Consider praying from time to time with other Christian leaders in the area			
7	13	Consider the possibility of joining a cell group (if not part of one already)			
8	15	Ensure that you take one clear day off per week			
9	15	Ensure that in months where there is no bank holiday, you take 2 days off			
10	15	Ensure that you have a mentor			
11	15	Invest in working relationships giving time to nurturing care and support			
12	15	Ensure that there is clarity about the job description annexed to your post			
13	17	Ensure that Continuing Ministerial Development is a priority in your diary			
14	17	Engage well and wisely with Ministerial Development Review			
15	17	Use allocated budget to help you address the learning outcomes from MDR			
16	17	Join support or learning groups if they could be helpful			
17	19	Engage in diocesan & deanery social occasions			
18	19	Ensure that you are up to date with all your mandatory safeguarding training			
19	19	Offer hospitality safely and wisely - assessing risk to keep all safe			
20	21	Ensure that you take your full entitlement of annual leave			
21	21	Ensure that your area dean is notified for coordination of annual leave			
22	24	Ensure you have a rhythm of prayer, work, study, hospitality and recreation			
23	24	Handle expectations well - be clear about what they are and manage them			
24	24	Recognise times of vulnerability - and be kind to yourself through them			
25	24	Identify safe spaces - know where you can go to unburden and de-stress			
26	24	Value and affirm - affirm yourself and heed the affirmation of others			
27	24	Establish healthy boundaries - and be disciplined in keeping them			
28	25	Nutrition - pay attention to diet and what you eat and drink			
29	25	Exercise - ensure that you fulfil the minimum recommended requirements			



The Archdeacons' Office
Diocese of Guildford

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