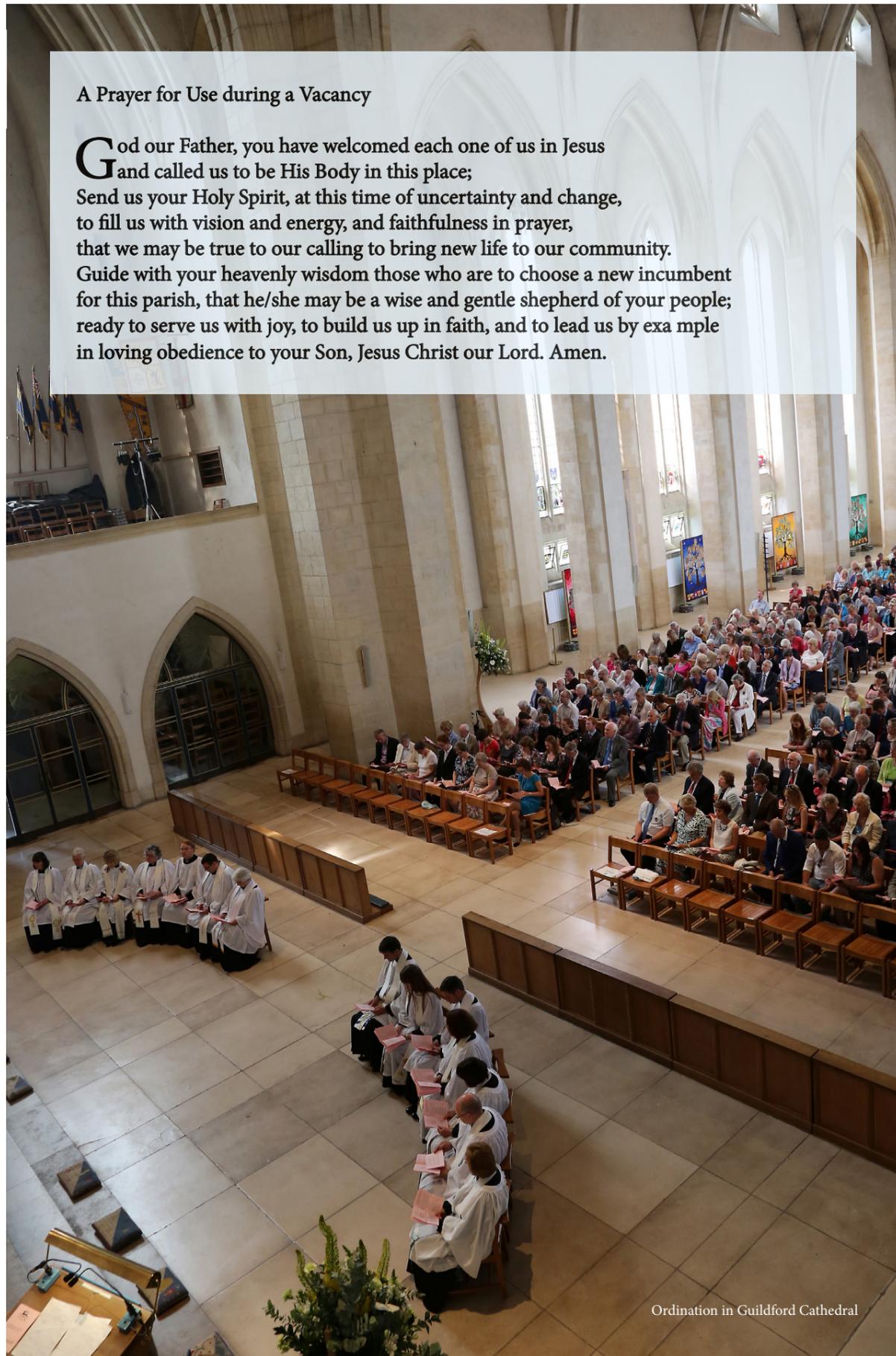


# Parish Vacancy Pack





A Prayer for Use during a Vacancy

God our Father, you have welcomed each one of us in Jesus and called us to be His Body in this place; Send us your Holy Spirit, at this time of uncertainty and change, to fill us with vision and energy, and faithfulness in prayer, that we may be true to our calling to bring new life to our community. Guide with your heavenly wisdom those who are to choose a new incumbent for this parish, that he/she may be a wise and gentle shepherd of your people; ready to serve us with joy, to build us up in faith, and to lead us by example in loving obedience to your Son, Jesus Christ our Lord. Amen.

Ordination in Guildford Cathedral

## From the Archdeacons of Dorking & Surrey



The announcement of an incumbent's departure is a big deal for any parish. Whilst a church is not its incumbent, we recognise the critical part that a leader plays in the life of a church community. Often, the history of churches is marked by periods of incumbency. The announcement of an incumbent's departure, therefore, has something of the closure of one chapter and opening of another.

As we walk into this liminal place, it's important to mark the ending of an incumbency well, to plan for the way in which the church will be managed in the time without an incumbent, and begin to listen to God as we think about the next phase of leadership and the sort of person that we will need for the journey ahead - albeit that it will be part of a new leader's task to discover the journey with us.

This vacancy pack seeks to walk you through that process and provide wisdom and advice. It is not designed for everyone in the parish (the Archdeacon's Newsletter is for that purpose). It is a companion for churchwardens, PCCs, staff teams and those who serve on the governance and leadership teams of churches. It encourages you to do three things well.

1. Provide a good ending to the chapter of mission and ministry marked by an incumbency. Celebration and thanksgiving is at the heart of the church's mission. This is an opportunity for you to celebrate and give thanks to God for all that He has done in your midst under the current incumbent - and to thank her or him too - building them up for their next chapter of their life.
2. Manage the church well during the vacancy. This is about understanding who is responsible for what; allocating and sharing tasks usually done by the incumbent amongst the leadership team; deciding which areas of church life may need to be put on hold temporarily, and making sure that the worship and witness of the church continues to be effective.
3. Discern God's will for the next leader of your parish. This is a task of listening to God. And before we begin the task of talking to potential applicants, we need to do the work of praying and reflecting upon what our priorities under God might be for the next chapter of mission and ministry. There's some work involved in this - but we're here to walk the journey with you and give you every support we can.

It's always a privilege to be alongside parishes in vacancy and we look forward very much to praying, supporting and guiding you.

Yours in Christ

Martin & Paul



The Venerable Martin Breadmore  
Archdeacon of Dorking

The Venerable Paul Davies  
Archdeacon of Surrey





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# The Snakes & Ladders of the Vacancy Process



\* 10 and 11 can happen at various stages of the process.

## 1. Incumbent Resigns

### Incumbent confidentially informs Bishop and Archdeacon

Every resignation is different. Whether an incumbent resigns due to retirement, sickness, personal reasons or the calling to another post, it is important to manage this well. In the cases of retirement, the incumbent will often give the bishop and archdeacon plenty of notice ahead of a public announcement which enables them to do some initial planning for when an announcement is made. In the case of sickness, a calling to another post or other reasons for resignation, the process happens much quicker and there is not always as much time to prepare and plan. Whatever the circumstances, the bishop usually requires at least three months notice of resignation and the advice that we give is that an announcement is made in the parish approximately three months ahead of resignation. This gives enough time to begin to make preparations for a successor whilst not too much time to mourn a departure!

### Pastoral Reorganisation

The Diocese of Guildford has seen relatively little pastoral reorganisation over the last few decades. Whilst we do not anticipate pastoral reorganisation in every situation, we are aware that the majority of our parishes were established between the medieval and Victorian period. Our diocese is currently witnessing very significant demographic change and we need, like our forebears, to respond to that change.

Our newly established deanery leadership teams have been tasked with reflecting on their local deanery and asking how well they are structured and resourced to meet the challenges and opportunities of our changing landscape. It could be that your deanery leadership team has reflected upon your parish as part of the deanery and might wish to make a proposal for some pastoral reorganisation. It's possible that the archdeacon will have reflected upon this too. Before a newsletter goes out, there will have been a conversation in the bishop's leadership team, and between the archdeacon and area dean / lay chair regarding this. No pastoral reorganisation could, of course, take place without full consultation with the parish and wider community through the processes laid down for this by canon law and through the Church Commissioners.

## 2. A Public announcement is made in the Parish

It is usual that the incumbent will tell churchwardens (and sometimes key church staff) the day or evening before an announcement is made. The announcement is usually made by the incumbent themselves in each service of the day. We recommend that it is made at the end of the service as worship can be very disrupted if such a big announcement is made at the beginning. In cases where the incumbent is unable to make an announcement (e.g. sickness or other reasons), it should be made by the churchwardens. It's helpful when making an announcement about resignation to include details of the last Sunday etc.

“On behalf of the churchwardens, I make the announcement that the Revd Joe Bloggs has given the bishop notice of his resignation as our vicar with effect from 30th April 2023. [Joe is resigning due to ill health / that he has been appointed vicar of Puddletown in the Diocese of Linchester]. Joe's last Sunday with us will be Sunday 28th April when there will be one united act of worship at 10.30am to give thanks for his ministry, following which there will be a bring and share lunch in the Church Hall. Please remember Joe, his family and our parish in your prayers during these months of transition. The archdeacon has issued a newsletter which will explain in fuller detail what the process will be over the next few months. Please do pick up a copy as you leave this morning”.

## 3. Archdeacon's Newsletter Issued

The archdeacon's newsletter is a relatively new idea which aims to do two things. First, it provides a voice of care and support from the senior team of the diocese following the announcement that an incumbent is leaving. Often, vacancies give rise to anxiety, uncertainty and questions about 'what's going to happen now'. The archdeacon's newsletter is a communication to everyone in the parish. It will usually pay tribute to the outgoing cleric and explain, in simple terms, how the parish will be managed in the vacancy and what the process will be for the appointment of a new incumbent or priest in charge. Secondly, it will set out what the timetable will be for the appointment of a new incumbent or priest in charge will be. This will begin with the archdeacon staging an open meeting for all who would like to come and hear about the full process and ask questions concerning it; it will include the timetable for putting a parish profile together and holding a section 11 meeting; and will end with dates that have already been entered into the diary for interviews. There is a sample archdeacon's newsletter on pages 10 and 11 of this pack.

In addition to the parish, the clergy appointments officer will distribute the archdeacon's newsletter to the bishops' office, patron, registry, director of mission, deputy diocesan secretary, and head of property.

### Timetables for Appointments

The vacancy process is managed by the relatively newly established clergy appointments officer who works closely with bishops and archdeacons.

It is the archdeacon who usually leads on the timescale for an appointment, in consultation with the bishop's leadership team and with the assistance of the clergy appointments officer. They need to manage many considerations such as:

- The availability of dates in the diaries of bishops, archdeacons and patrons
- The availability of area deans and parish representatives
- The diocesan vacancy schedule
- The better times of the year to advertise (e.g. just after curates have been 'signed off')
- The extent of work needed on the property and the wider context of the property department workload
- The extent to which the parish might benefit from a period without an incumbent
- The availability and capacity of local clergy and others to manage a vacancy
- The potential for a six month tenancy in the parsonage if we feel the vacancy might be this long.

Unlike other dioceses, Guildford has no historic reserves from which to draw and so, if we feel that it is likely that the vacancy will be stretching to five or six months, it is good stewardship to let the parsonage. The income from this is re-invested into the funds of the property department for the improvement and upgrade of our clergy houses.

### Patrons

Within the Church of England, it is the patron who has the right of presentation of a candidate (although the parish representatives must agree to their presentation and the bishop must agree to their licensing!). We enjoy a good relationship with all our patrons. These include bishops and archdeacons, the Crown and Lord Chancellor, CPAS, many Oxbridge colleges and other private patrons. Many patrons will have direct relationships with parishes and it is wisdom to involve them at a very early stage of the vacancy. The archdeacon or clergy appointments officer will always notify patrons of a vacancy before they are formally informed by the diocesan registry. In some cases, the patron will ask for a conversation with the parish about their perceived requirements and maybe visit to talk to churchwardens or the PCC. If not, there is no reason why the churchwardens or PCC may not be in contact with patrons to proactively invite them to meet and talk about the vacancy. It's important that you do not do this, however, until it has been officially announced that your incumbent is leaving.

## How can I help during the Vacancy?

You may be thinking that this information is not for you. This is, however, a time when the prayers and efforts of all the church are important.

### Prayers

Please be faithful in praying for the church during the time of vacancy. Please remember the churchwardens, area dean and vacancy leadership team; those working on the parish profile and all who have additional responsibility during this time. Please also pray that God will call the right person to be your new incumbent and for wisdom in discerning this.

### Efforts

There will be increasing responsibility on many during this time of vacancy. It is helpful if people continue with their duties as much as possible. If you find that you have some spare time on your hands, then it may be worth asking your churchwardens whether there is anything additional that you might be able to do to support them during this time.

### Reflections

Very soon, there will be consultation about your perception of priorities going forward that will feed into the building of a person specification for the new incumbent. Please pray and reflect upon this and pass any ideas to the churchwardens.

### Prayer for the Vacancy

Lord Jesus, we thank you for John and for his leadership of our church over the past five years. As we pray for your blessing upon him and Gillian, so we pray your blessing upon us too. Give wisdom to our area dean and churchwardens in this time of vacancy; give grace to Sandy, Neil and those who will lead ministry in this time, and give clarity of mind to those who will discern your choice of a new incumbent for this parish, that we may continue, in the strength of your Holy Spirit, to transform church and transform lives, for your glory. Amen.

The Archdeacon of Surrey's Office  
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## Archdeacon's Newsletter for the Bourne & Tilford Easter 2022

Dear Friends

I write to you following the Revd John Morris' final Sunday as vicar of the Bourne and Tilford on 1 May. My short newsletter has two purposes.

First, I wish to express my deep gratitude to both John and Gillian for the immense gift that they have been to the people of the Bourne and Tilford over the past 5 years. John and Gillian simply love God and love people. I know that the parish are in no doubt as to how blessed they have been through John's appointment. Beyond the parish, John's election as chair of the house of clergy was a reflection of the esteem in which he is held by fellow clergy. Equally, Gillian's work as Assistant Director of Education has been so valued by the schools she has served. Like you, I shall miss them both enormously and wish them God's greatest blessings as they embrace retirement and spend more time with their beautiful new granddaughter.

Secondly, I'd value the opportunity to explain to you all what happens now. This newsletter briefly outlines both how the benefice will be managed during the vacancy and what the roadmap for the appointment of John's successor will look like. We aim to be as efficient as possible but it is crucial that we walk through this process as thoroughly as possible - ensuring that each stage is managed as prayerfully and carefully as possible. Please be assured that, working closely with Richard Bodle, the Area Dean of Farnham, I will do all I can to walk alongside you and support you during this time as we discern the person God is calling as the next vicar of the Bourne & Tilford.

*As ever,  
Paul.*

The Venerable Paul Davies  
Archdeacon of Surrey

Diocese of  
**Guildford**  
TRANSFORMING CHURCH  
TRANSFORMING LIVES



## What happens Now?

### Who is In Charge during the Vacancy?

Following John's departure, the formal running of the parish is the legal responsibility of the Area Dean and churchwardens (legally the sequestrators). The new area dean of Farnham is the Revd Richard Bodle, Vicar of Hindhead.

### How does the parish actually function without an Incumbent?

Whilst the area dean will provide oversight and support, he is also a busy incumbent and will not be able to be present in the way that a full time incumbent is. Most of the work, therefore, will be co-ordinated by the vacancy management team working in collaboration with the PCCs. This will consist of Sandy and Neil, supported by Bishop Chris and the clergy team, churchwardens, treasurer, administrator etc. It will meet regularly to ensure things continue as smoothly as possible. For good reason, the area dean will ensure that no significant strategic decisions are taken during the vacancy.

### What if I have any questions during this period?

Please speak to your churchwardens, in the first instance.

## How is our New Vicar Chosen?

### Who decides on our new Vicar?

There are five people who will be on the formal interview panel:  
The Patron: The Archdeacon of Surrey (The Venerable Paul Davies)\*  
The Bishop of Dorking (The Rt Revd Dr. Jo Bailey Wells)  
The Archdeacon of Surrey (The Venerable Paul Davies)\*  
The Area Dean of Farnham (The Revd Richard Bodle)  
The Two Parish Representatives (Elected by the PCC)

\*The Archdeacon as patron wears two hats so the panel is reduced from 6 to 5.

### Will there be consultation?

Yes. The most important work that needs to be done now is the putting together of a parish profile and person specification. This is, in effect, the document that lays out our priorities looking forward and the gifts that we seek in a new leader. The compilation of this document will be done by a small *Parish Profile Team* but following a process of wide consultation which will be facilitated by the diocese. There will also be an opportunity for the PCC and officers of the parish to meet shortlisted candidates and offer feedback.

## What is the Timescale for all of this?

We attempt to be as efficient as possible. We do, however, need to go through a process which is laid down by the Patronage (Benefices) Measure (1986). The dates that have been set are below:

Open Meeting with Archdeacon (to explain process and answer questions)	8 May 2022 St Thomas' Church
PCCs Vision Session with Facilitator (to work on Statement of Needs & Person Spec)	21 May 2022 St Thomas' Church
Final Draft of Parish Profile is completed by (stage at which most of the work is complete)	26 June 2022
Section 11 Meeting - meeting of both PCCs (profile formally agreed and parish reps chosen)	Late July 2022
Advertise Post (on Pathways website and in Church Times)	18, 26 August and 2, 9 September 2022
Closing date for applications (final date on which applications submitted)	14 September 2022
Shortlisting (interview panel meets to shortlist candidates)	19 September 2022
Interviews (held in the Bourne over two consecutive days)	3 & 4 October 2022 St Thomas' Church

## The Bottom Line...

### So when can we expect to welcome a new Vicar?

If all goes to plan and we appoint a suitable candidate, it is usual that there is a period of 3 months between appointment and induction so we would hope to welcome a new vicar by around Christmas 2022. It must, however, be stressed that the task is to appoint the right person and that patience is required if this takes a little longer than we hope. Occasionally, the panel might feel that the right person is not amongst the applicants who present in the first set of interviews and the decision is made to re-advertise.

## 4. Open Meeting in the Parish

Following the issue of an archdeacon’s newsletter, the archdeacon will stage an ‘open’ meeting in the parish to which anyone who is interested in learning more about the vacancy and process of appointment is invited to attend. The intention of this meeting is to give a little more detail than the archdeacon’s newsletter and ask any questions that people may have. If helpful, the archdeacon would be pleased, following this meeting, to help churchwardens, in the context of a short PCC, to think more about a management team and parish profile team to take the work forward. The open meeting will take the format of a 20-30 minute presentation (agenda below) by the archdeacon, followed by the opportunity for questions. Archdeacons usually welcome the idea of tea and coffee before or after, that they may talk to people more informally.

### Agenda for the open meeting in the parish

1	<b>Encourage the parish and exercise the bishop’s pastoral care.</b> Vacancies can be a daunting time as there is much to think about in the leadership and management of a church when there is no incumbent. The archdeacon will talk about the various forms of support in place to help the PCC to lead and manage the parish as best as possible.	✓
2	<b>Explain the administrative and legal process of a vacancy to the meeting.</b> This is an opportunity for the archdeacon to go through the process of managing the vacancy and appointing a new incumbent in more detail than that given in the archdeacon’s newsletter.	
3	<b>Give guidance about the parish profile and statement of needs.</b> Parishes are usually aware that one of the major tasks that is central to the process of appointment is the compilation of a parish profile and statement of needs. This is the document that is provided for repective applicants that does two things: (a) describes the life of the parish and church; (b) articulates the particular gifts that are needed in the next incumbent. It is particularly important that parishes do not begin this task until the archdeacon has explained exactly what is required and given some guidance about good practice.	
4	<b>Answer any questions that the meeing may have.</b> Whilst a similar process is used for each vacancy, the context of each situation is different and so this is an opportunity for anyone to raise any question relating to the process.	
5	<b>Possible meeting with the churchwardens or PCC following</b> The archdeacon is happy to meet with the churchwardens or PCC or help with the process of putting together a management team and parish profile team	

## 5. Vacancy Teams Organized

The management team and the parish profile team are essential for the work that will need to be accomplished during the vacancy. It is suggested that (unless an archdeacon assists with this process as described in the previous section), a churchwarden chairs a PCC meeting (or part of a PCC meeting) at which it is decided who will be appointed to accomplish the task of being part of the management team during a vacancy, or the team that is responsible for the production of the parish profile. They do not need to be members of the PCC to serve on these teams. It is a great idea to bring in those who have specific gifts to offer both teams. It is, however, suggested that a churchwarden chairs both groups.

### The Management Team

Each parish is different, but we suggest that the following might be part of the management team:

- A churchwarden (to chair the meeting)
- An associate or assistant priest/s
- The parish administrator
- The parish treasurer
- Key members of staff such as a director of operations, children/youth minister etc
- An area dean should be informed of the times of meetings and will attempt to attend once a month

It is for the management team to work out how often it should meet. Large and busy churches might need to meet on a weekly basis. For other churches, once a month might be sufficient. The purpose of the meeting is simply to ensure that the diary is up to date; that communication between members of staff is maintained; that work previously done by the incumbent is managed and shared; that problems are addressed and the area dean is kept in the loop and consulted if necessary.

### The parish profile team

This is also managed in varying ways by different parishes.

Some parishes appoint an editor who oversees the production of the profile and coordinates different leaders within the church to provide material on the part of the church that they lead (e.g. the children and families minister would provide material on children and families in the church; the chair of the fabric committee might provide a summary of the condition of the building etc). The editor would then bring together all the material and provide a draft profile for the PCC to reflect upon and make comment. Other parishes appoint a group who work on the profile together. At a first meeting, they might decide what the framework of the profile would look like and then apportion various tasks to the different people in the group. They could divide the workload by sections (each taking a responsibility for part of the profile), or tasks (one might collect material, another might write up the material, etc)

Whichever way you approach the task, the following is worthy of consideration:

- This is an important document which, as soon as it is approved by the section 11 meeting, becomes public and is placed on the diocesan website. It aims to present your parish to the wider world. Take the task seriously and aim to produce a document you can own and be proud of.
- Presentation is important. There is usually someone in the church or wider community who has a gifting in graphic design. Ask them to help put the final document together that it might be presented in a form that is attractive and inviting to a prospective applicant.
- A picture is worth 1000 words - make sure there are lots of good quality, large photographs which capture the life of the parish and communicate powerfully alongside the text. Do make sure that you comply with the appropriate policies and permissions when you include photographs.

## 6. Management Team

The task of the management team in a vacancy will vary from parish to parish but there are some standard issues which should always be included on an agenda. We suggest an agenda similar to the following:

1	<b>Opening Prayers</b>	✓
2	<b>Leading worship:</b> The management team should organise a rota for the leading of worship and ensure that all those who are invited to lead worship are licensed by the bishop. The area dean will be able to direct you to people in the deanery who can help and assist you to ensure that all people are properly licensed.	
3	<b>Administration:</b> The management team should assume responsibility that the parish is run effectively and efficiently and seek to ensure that the parish administrator is cared for. Sometimes during a vacancy, extra help (either salaried or voluntary) can be a wise investment and stewardship.	
4	<b>Finance:</b> The treasurer's involvement in the management team ensures that any financial issues are addressed and resolved. It is particularly important that parish share payments are maintained during this period and that quarterly payments of parish fees are sent to Church House Guildford.	
5	<b>Care of staff:</b> Usually, the incumbent will line manage a number of staff. If possible, it is best if the churchwardens can share this task during the vacancy. If this is not possible, the area dean should be consulted. It is likely that staff will have additional responsibility during this time and the team needs to be aware of this.	
6	<b>Safeguarding:</b> This is a very important responsibility that needs to be carefully considered in a vacancy. It is imperative that a Parish Safeguarding Handover is completed by the incumbent which clarifies who will be responsible for management of cases in the incumbent's absence (usually churchwarden or area dean).	
7	<b>Parsonage:</b> The diocesan property department is legally responsible for the structure of the property whilst it is vacant. The parish, however, cover the cost of utility bills and we ask the management team to both: (a) keep a close eye on the property; (b) help to keep the garden under control.	
8	<b>Any other business:</b> It's important to remember that the task of the management team is simply to ensure the smooth running of the church. It must not take any decisions about strategy or any change of direction. The chair will make sure that the area dean and PCC is consulted about any issue which requires its guidance.	
9	<b>Closing Prayers</b>	

### Helpful Additional Information for the Churchwardens, PCC & Management Team

#### Outgoing Incumbent

The outgoing incumbent legally remains in office (and therefore chair of the PCC) until admitted to a new appointment, or until the official date of their resignation or retirement. That means that they retain responsibility for the parish until that date - even though they may have moved from the parish. In practice, outgoing incumbents will usually delegate responsibility following their physical departure to the churchwardens and area dean.

#### Responsibility once the Parish is Legally Vacant

During a vacancy, churchwardens automatically become the sequestrators of the benefice along with the area dean. Sequestration is simply an ecclesiastical term for being trustee of the income of the benefice which will primarily be marriage, baptism and burial fees that are paid during the vacancy. In addition the churchwardens are legally required to:

- ensure that services are maintained in the parish church and that the costs of visiting clergy are paid
- that the pastoral needs of the parishioners are looked after
- the vicarage and any other property of the benefice is looked after.

Whilst much of this will be organised by the management team, with the support of the PCC, it is important to note that the ultimate responsibility lies with the area dean and churchwardens.

#### Incumbent's Keys

Churchwardens should take custody of the incumbent's keys. They should ensure that these are handed back before the incumbent moves from the parish (and should not be given to anyone before they are handed to the archdeacon ahead of the induction for presentation to the new incumbent in the induction). Any separate church hall is likely to be the property of the PCC and under its control although the building will probably be vested in the diocesan board of finance. If the incumbent has managed the hall as chairman of the PCC, the council will have to make arrangements for someone else to manage this. A hall or room integral with the church is likely to be part of the freehold and during a vacancy will be under the control of the churchwardens and not the PCC. The faculty authorising such use will make the position clear.

#### PCC Chair

As the legal chair of the PCC is the incumbent, during a vacancy the chair is taken by the lay vice-chair. The vice-chair, if not a churchwarden, will need to be on the standing committee, which should organise the agendas of PCC meetings. It should be noted that legally the vice-chair remains 'vice-chair' and should not be described as 'chair' of the PCC. If the vice-chair is not a churchwarden then their responsibilities as vice-chair relate solely to the chairing of the meetings of the PCC. The parish assistant curate or SSM/OLM cleric should not be in the chair, for the ultimate responsibility for ensuring the smooth running of the parish rests not with them but with the area dean, churchwardens and PCC.

#### Annual Parochial Church Meeting

It may be that the annual meeting of parishioners and the annual parochial church meeting (APCM) become due in a vacancy. In such circumstances, there being no incumbent, the churchwardens should convene the first meeting and sign the notice stating the date, time and place etc (Churchwardens Measure 2001), and the vice-chair or secretary of the PCC or some person authorised by the council should sign the second notice. Although the churchwardens and such person are required to make these arrangements, the chair of the meeting will in each case be chosen by the meeting.

### Vision and Strategy

It is imperative that churchwardens and PCC do not embark on any vision or strategy work during a vacancy. One of the prime tasks of an incumbent is to help a parish discern a vision. To engage in this work prior to a new incumbent's arrival is to undermine their purpose. If you are unsure whether a decision is a strategic one, please consult with your area dean before putting it on a PCC agenda.

### Parish Policies

The principle governing all PCC decisions is that there should be no change in parish policies and matters of worship during the vacancy. This includes policies on baptism and further marriage after divorce. If there is any wish to make changes of any sort, the churchwardens should discuss the issue concerned with the area dean who will normally only give his/her consent if the PCC as a whole is in agreement.

### Faculties

The principle of 'no change' during a vacancy also applies to any work requiring a faculty. Any application will automatically be turned down unless it is for routine maintenance or repair, or for an emergency. The area dean should always be consulted. There may be situations where the decision to apply for a faculty was reached before the parish went into vacancy but there was a delay and the incumbent has left before its submission. In this case, please consult your archdeacon before submitting the faculty.

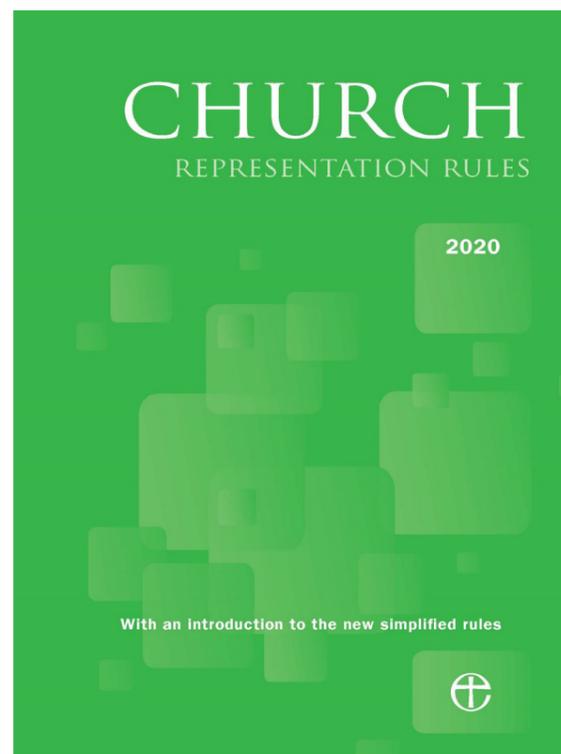
### Parish Share

There is sometimes a question about whether there is any discount in parish share during a vacancy. In order to keep parish share costs down, the Diocese of Guildford does not reduce parish share during a vacancy unless the vacancy exceeds 12 months in duration. If this is likely, please contact your archdeacon who can inform the finance team of this.

### Church Representation Rules

The Church Representation Rules are a useful resource for all those involved in parochial church governance. In particular, the rules govern the preparation of the church electoral roll, the conduct of annual parochial church meetings, and the membership and election of PCCs, deanery synods and diocesan synods. The latest version of the Church Representation Rules was published and came into force on 1 January 2020 and can be purchased as a book or eBook from Church House Publishing. Alternatively, they are available on the Church of England website at <https://www.churchofengland.org/more/policy-and-thinking/church-representation-rules>.

The new rules, which attempt to be simpler than the 2017 rules, contain some significant changes which are outlined in the introduction to the book. One of the major changes is that the APCM must now take place before 30 May as opposed to 30 April as in the previous rules.



### Patterns of Worship

During a vacancy, patterns of Sunday worship should be maintained as far as possible. Non-eucharistic worship may be led by an LLM. It may not be possible to maintain weekday services in full unless there is an assistant curate, SSM or OLM priest, and even then there may need to be some adjustments to the pattern. Please note that any change to the pattern of worship (including extra services) can only be made with the agreement of the area dean.

### Authorised Ministry

Only those authorised by the bishop may take services i.e. clergy who are licensed or have permission to officiate (PTO), LLMs and licensed lay-workers. In the event of no-one being available, a churchwarden may lead morning or evening prayer (but not preach).

### Payment for Visiting Ministers

All visiting ministers should be paid travelling expenses. Where services are conducted by retired clergy a fee is due, and there are two elements to this: a payment to the individual and, when the arrangement is made through the clerical registry, a payment to the registry. Current fees are on the Diocese of Guildford website ([www.cofeguildford.org.uk/i-am-resources/parish-administrators/parochial-fees](http://www.cofeguildford.org.uk/i-am-resources/parish-administrators/parochial-fees)). Enquiries about the availability of retired clergy or LLMs should be directed to the area dean or LLM registrar. It is helpful if a parish produces claim forms for visiting ministers, made available in the vestry.

### Pastoral Offices (Baptisms, Weddings & Funerals)

It makes sense to ensure that a system to manage baptisms, weddings and funerals is in place and if necessary to designate one member of the management team to deal with enquiries. Because weddings in particular involve legal constraints, it is important that the area dean is notified of all applications for marriage. The area dean will ensure that the existing policy of the parish in relation to all pastoral offices is maintained. For weddings, funerals, banns, certificates etc. fees should be paid to the PCC. It should be noted that the diocesan board of finance (DBF) has agreed that the portion of the fee normally due to the DBF may be retained by the PCC, to help meet the costs of ministry during a vacancy. However, retired clergy who take weddings or funerals should be paid the normal officiant's fee and travelling expenses.

### Assistant Curates in Training

Where there is an ordained member of staff who is in a training post (i.e. an assistant curate) the director of mission in consultation with the diocesan director of ordinands and archdeacon, will appoint someone to act as their training incumbent to oversee their training. If no adequate supervision can be arranged, it is possible that ordination will be delayed. No new candidates may be recommended for training until a new incumbent is in post.

### Communication

It is important that communication is re-directed during a vacancy.

- It can be helpful to put a notice in the porch to explain that there is a vacancy and who to contact
- Please ensure that there is a message redirecting people from the parsonage telephone
- If the vicar has a designated email (e.g. vicar@allhallows.org), please set up an autoresponder
- Make sure that the contact details on the website signpost to the appropriate people
- It can be unhelpful to publish in advance the names of visiting clergy and preachers - it can enable people to pick and choose the worship they attend on the basis of who is preaching!
- If you publish a weekly newsletter or eletter, it can be beneficial to remind people from time to time of where we are in the process. It keeps the whole church involved and praying.

## 7. Parish Profile Team

The parish profile and statement of needs is a very important document. It introduces and describes the parish but also makes clear what the parish perceives are the needs and priorities in the years ahead. This in turn enables the parish to put together a person specification for the new incumbent which will be key in the selection process. This is the information that is made available to prospective applicants. It is a public document that is placed on the Diocese of Guildford website. Google will help to tell candidates as much about the community as they need to know. The key in the profile is to describe the life of the church as well as possible and articulate its needs. Please be hopeful, yet honest. Below is a framework that has worked well for many parishes. You will find lots of profiles on the diocesan website which may be of some help.

1	<p><b>Introduction</b></p> <p>a) Letter from the Bishop of Guildford: A standard letter, provided by the clergy appointments officer or archdeacon. This letter:</p> <ul style="list-style-type: none"> <li>i) Welcomes people to the Diocese of Guildford</li> <li>ii) Briefly describes and commends the diocesan vision</li> </ul> <p>b) Letter from the relevant archdeacon</p> <ul style="list-style-type: none"> <li>i) Says something about the significance of the parish for the deanery and diocese</li> <li>ii) Gives a wider perspective of the parish</li> </ul> <p>c) Statement from the churchwardens</p> <ul style="list-style-type: none"> <li>i) An expression of excitement about the future</li> <li>ii) An overview of the priorities and gifts the parish is looking for in a new incumbent</li> </ul>
2	<p><b>Introduction to the parish or benefice:</b> This should include details regarding:</p> <ul style="list-style-type: none"> <li>a) Its location and geography (a map may be helpful), social mix, age-groups, development, provisions for work, shops, sense of community, focal points, housing development, etc.</li> <li>b) The church communities in the parish / benefice</li> <li>c) A description of the life of the church communities. One way in which you might consider doing this is to make the three priorities of <i>Transforming Church, Transforming Lives</i> a lens through which to describe parish life: <i>growing disciples; growing diversity; growing community.</i></li> <li>d) Your current priorities. This is an opportunity to share your current priorities through your church development plan - where have you got to?; what is going well?; what is more challenging?; how are you being supported through the parish needs process?</li> </ul>
3	<p><b>Person specification</b></p> <p>This is the list of gifts that you feel you need in your next leader. It's crucially important to note that the Archangel Gabriel is not available and so you will have to make do with an ordinary person who has both strengths and weaknesses! The key task is to match candidates against the criteria set out in the person specification. This part of the profile can be challenging to write as we have to channel a middle course without being too prescriptive on the one hand, whilst avoiding bland person specifications which are unhelpful for potential applicants on the other. Our mission enabler team at Church House Guildford will be very pleased to lead and organise a vacancy vision session for you where they will facilitate a conversation about the future priorities for the church which can feed into your person specification.</p>
4	<p><b>Safeguarding</b></p> <p>We encourage you to include a section about safeguarding and how you manage this - with particular reference to what might be the key challenges and how you are seeking to address them.</p>

### Part 1: Introduction

#### a) Letter from the Bishop of Guildford:

Bishop Andrew provides a standard letter (as below) and photograph for inclusion in each parish profile. The text (in word) and photograph (as pdf) are available from the clergy appointments officer

From the Rt Revd Andrew Watson, Bishop of Guildford

The Diocese of Guildford is a warm and friendly place to be, with a strong cohort of gifted and passionate laity and clergy, some excellent church schools, and plenty of beautiful countryside to enjoy on a day off!

Our vision as a diocese is to see lives and communities transformed through the love of Christ; and, to that end, we have recently refreshed our Diocesan Strategy Transforming Church, Transforming Lives, with a particular focus on Growing Disciples, Growing Diversity and Growing Community. Although our congregations are generally rather larger than average, we are all too conscious that we are only reaching a tiny proportion of our Parish populations, and are particularly keen to become more effective in passing on the baton of faith to younger generations.

Our team of Mission Enablers are committed to working with every Parish in fleshing out that vision in an appropriate way, going with the grain of the church's history and tradition, whilst also suggesting new ways to 'proclaim the gospel afresh in each generation'. The pandemic, while presenting many challenges, has helped to forge new relationships between many of our churches, creating a spirit of 'us and us' more than 'them and us', and opening up new approaches to partnership and inter-church collaboration.

If you share our vision for transformation, and have a track record in growing disciples, growing diversity and growing community, we'd love to hear from you!

+Andrew Guildford

#### b) Letter from the Archdeacon of Surrey or Dorking

Archdeacons Paul and Martin will email their letter to you in readiness for the completion of the profile.

#### c) Statement from the churchwardens

This is not in any way compulsory but sometimes provides a personal touch from the churchwardens. Below is an example of a few words written by the churchwardens of Shere, Albury & Chilworth

Our united benefice comprises five villages and seven churches. Although ultimately responsible for all three parishes, it is anticipated that the new incumbent will be primarily involved with the parish of Shere, and will, as at present, follow a more overseeing role in relation to the parishes of Albury and Chilworth. The three parishes operate relatively independently but with warmth and cooperation. The journey we have been on in putting the profile together has been an enriching one in which we have had our eyes opened to the variety and depth of all aspects of church life in our united benefice. We very much hope that we have given you an insight both into where we are, and perhaps more importantly, where the opportunities for us lie ahead.

## 8. Vacancy Workshop

### Part 2: Introduction to the Parish or Benefice:

We suggest that this section might contain four parts:

a) A brief description of the location and geography of the parish or benefice.

It's important to keep this relatively brief. Perhaps consider the priest who does not know where the parish or benefice is. Provide a bird's eye overview. It can be helpful to include a map, and some brief demographic details which might incorporate population statistics, social mix, age-groups, sources of employment, any planned development, shops, sense of community, focal points, etc. You can signpost at various stages to where more information might be found on community and other websites.

b) An introduction to the church and school communities in the parish or benefice.

From this point, profiles will differ depending on how many churches / parishes exist in the benefice and how they relate to each other.

(i) If you are a single church parish, this will be relatively easy.

(ii) If you are a multi-church benefice, you will need to think about how you organise the profile. This will depend largely on how the benefice is organised. If, for example, you are three churches which work closely together and have one PCC, you might have a section describing the local lives of the respective churches and another on the common vision and priorities. If, on the other hand, you are a benefice of three churches that operate quite separately, each having their own PCCs, this section might consist of three sub-sections which describe the life and priorities of each church.

(iii) Please ensure that you include schools in the parish or benefice. If you have a church school, we suggest you ask the headteacher to write a paragraph or page - with particular reference to the nature of the partnership between school and church and any aspirations for the development of this.

c) A description of the life of the church communities.

There's a great temptation to just list everything that takes place in the church at this point. Consider how you might organise this. One way which has worked well in the past is to use the lens of *Transforming Church, Transforming Lives* and its priorities as a way of viewing the life of the parish or benefice:

(i) Growing disciples: what is it in the parish that enables this (worship; home groups; study groups; discipleship cells; process evangelism courses (Alpha, Christianity Explored etc); eco-church etc.

(ii) Growing diversity: how are you seeking to reach out to the under-represented in your church community (for many this includes children, family and youth ministry, for others it might include another unrepresented demographic etc)?

(iii) Growing community: how are you seeking to build community - both within and outside the church? What enables the building of community in your church and what are you doing to try and reach out to the wider community beyond your church walls and serve there?

d) Your current priorities.

This is an opportunity to share your past or current priorities through your church development plan. It's helpful if you can describe or include a high level plan (please don't include the whole thing with all the details of actions, dates etc!). We suggest the following:

(i) briefly describe or include your high level church development plan

(ii) briefly summarise when you started it and where you have got to in it

(iii) outline what has been successful and what has been more challenging

(iv) talk about any learnings that have emerged from it

(v) you may like to make reference to any support you have received from the parish needs process.

### Part 3: Person Specification

This is the section of the parish profile which can benefit from some external facilitation. We strongly advise that you invite one of our diocesan facilitators to come and lead a session which will help you think about your priorities for the years ahead. This usually takes the form of an evening or Saturday morning workshop for the PCC.

The facilitator will help you:

- Consider the kind of leadership you are accustomed to, and the style of leadership is needed to achieve your vision
- Reflect upon the spiritual gifts, the personal characteristics, the skills and abilities your new priest will need to engage effectively with the work that you believe lies ahead. It is helpful to list 'essential gifts and skills' and 'desirable gifts and skills'. These lists can be extremely long! The Archangel Gabriel is not available for your parish - so be realistic and focussed. It is helpful to think of the advert at this stage - what are the four or five gifts that are absolutely key?
- Ensure that you do not inadvertently use any discriminatory language, e.g. 'a family man', or a 'younger' or 'married' person. It's important always to use inclusive language: 'he or she' is expected (except in parishes that have passed resolutions relating to the ministry of ordained women).
- Reflect a little on how you will test these gifts, characteristics, skills and abilities in the discernment process e.g through questions that draw out evidence of these qualities in the applicant. If the ability to relate to children is important, you might arrange a conversation between candidates and a school council, collecting the children's views as part of the interview process.

### Part 4: Safeguarding

Finally, below are some brief bullet point thoughts put together by our safeguarding team in Church House Guildford on how safeguarding should be visible in the parish profile. Ensure that you demonstrate how safeguarding is a visible priority in the church. This can be done in several ways, but we recommend that you might include a section dedicated to safeguarding.

- Governance- what does ownership of safeguarding look like in the church? How do the PCC demonstrate their responsibility for safeguarding?
- What are the key challenges and safeguarding action plan for this year? Avoid bland statements about how important safeguarding is. What are the current key challenges and how are you addressing them?
- How does your church provide a safe space and provide visual and verbal cues to the church community that safeguarding is a priority and that those with a lived experience of abuse will be listened to confidentially without judgment, taking all steps to minimise risk and reporting concerns?
- How does the church safely recruit, manage, supervise and equip those in role, paid and voluntary to discharge their safeguarding responsibilities?
- Describe your relationship with and support from the wider diocese and safeguarding team.

#### And remember...

Often, a picture is worth a thousand words... Please ensure that the profile is littered with high quality photographs. If you don't have a bank of photos, perhaps you could ask the church community to send in any decent photographs they might have of church events and activities. You might also ask people to intentionally take photographs in the period during which the profile is being prepared. Do, however, ensure that you have the relevant permissions to take and use them.

## 9. Draft Profile is Shared

Once the profile has reached a draft stage (with all sections complete - including the person specification), it is important that the document is shared, that key stakeholders may comment. We recommend that churchwardens send a copy to the following (at least three weeks before the proposed date of the Section 11 Meeting so that there is time for reflection, comment and some adjustments to be made):

- a. The patron
- b. The archdeacon
- c. The area dean
- d. The clergy appointments officer
- e. Fellow incumbents within a group (if the parish is in a group ministry)

We suggest that a note is included with the parish profile which states:

From the Churchwardens of St Botolph, Puddletown

Please find enclosed (or attached) a draft Parish Profile for the vacant parish of Puddletown. We are aware that you may not have had the official notification from the Diocesan Registry that the parish is vacancy yet (in which case, it is likely to follow in the next few weeks); neither have we held our Section 11 Meeting. We do, however, seek your early input into this process and would be grateful if you could comment on any part of this Parish Profile and return your reflections and requests in the next 14 days.

We look forward to your partnership in this process...

Yours sincerely,



## 10. Outgoing Incumbent's Last Sunday

This is a great opportunity to give thanks for the ministry of the outgoing incumbent and celebrate all that God has done during their time of leadership. Churchwardens need to take a lead on this occasion with the support of the PCC. Many parishes opt for a final act of worship on a Sunday morning, followed by a lunch (in a multi-church benefice, it is usually appropriate for the churches to come together for a united act of worship). It will be an opportunity for the incumbent to give thanks to God and the parish through the worship, and in the lunch following there is an opportunity for the parish to thank the incumbent. Invariably, a churchwarden or member of the PCC will thank the incumbent (and family) and some appropriate presentations may be made as a gesture of thanks and goodwill. Do attempt to make this a special occasion. Ending an incumbency well is important for the outgoing incumbent and parish.



# 11. Outgoing Incumbent Leaves Parsonage

## Outgoing incumbent leaves the Rectory or Vicarage

It is likely that the outgoing incumbent will have made arrangements with the archdeacon or property department about vacating the parsonage. When the incumbent is moving to another post, they will usually have departed within a fortnight of their date of resignation. When an incumbent is retiring, we can allow up to a month in the property before moving. We ask churchwardens to keep in touch with the outgoing incumbent and to both collect the keys from them at departure and notify the property department at Church House Guildford that the house is empty. It is expected that the house is left empty and clean and tidy.

## Churchwardens take Meter Readings

Immediately after vacation (or with incumbent present if so desired), we ask that churchwardens make a note of the gas and electric meter readings (it can sometimes be helpful to take a photograph). Again, we would be grateful if these could be sent to [property@cofeguildford.org.uk](mailto:property@cofeguildford.org.uk)

## Care of Parsonage during Vacancy

The parish is tasked with care of the parsonage during the vacancy and we would request the following:

- a. Arrangements are made for the central heating to be operated at a level to prevent damage (when unoccupied the house is not insured against water damage). The central heating system should be operated at a sufficient level to prevent frost damage. If necessary, the property department will arrange for the water system to be turned off and drained down. The electricity and gas supplies should not be disconnected. The telephone should be retained. The cost of standing charges and any energy used in the parsonage during the vacancy is the responsibility of the PCC.
- b. Arrangements are made for someone to visit the property at irregular intervals (any problems with the house or its security should be reported to the property department at Church House Guildford)
- c. Arrangements are made for the grass to be cut and the garden to be kept tidy. Flower and vegetable beds should not be allowed to become overgrown. It is always a great gesture of welcome if the parish has been able to do some work in the garden to make it presentable on arrival of the new incumbent.

## Short Term Lets

If the timetable allows, the diocese will arrange for a short term let of the parsonage. This can be good stewardship if there is little work to be done to the property and it is evident that the property will be vacant for more than six months. It is important to note in this case that any rental income does not go to the PCC but is put back into the parsonages budget (for maintenance of parsonages). The archdeacon will usually discuss this with the parish some time before the vacancy.

## The Property Department carries out a Preliminary Inspection

The archdeacon will already have notified the property department of: (i) the impending departure of the incumbent; (ii) any issues pertaining to the property which were highlighted in the previous incumbent's exit interview. The property department, with this information to hand, will arrange a preliminary inspection of the property at their earliest convenience following the departure of the incumbent. Following this inspection, a programme of works will be initiated. This will normally involve repairs, replacements and improvements and the cost of this is borne by the diocese. This results in a schedule as a basis for competitive tender and subsequently a works order. The property department will usually begin as soon as possible on any substantive works that need to be done (even if the property is to be let). Following the appointment of a new incumbent, there is subsequently a second inspection which will involve the incumbent (and spouse if they are married) . This second inspection will discuss more personal issues such as any disability requirements and painting and decoration etc. This is discussed in full on page 41.



Jobs to be done to Rectory or Vicarage		✓
1	Receive keys from outgoing incumbent	
2	Contact property dept when incumbent moved out	
3	Take gas meter reading after incumbent has departed:	
4	Take electric meter reading after incumbent has departed:	
5	Arrange for central heating system to be operated at level to prevent damage	
6	Arrange for someone to visit property, frequently but at irregular intervals	
7	Arrange for grass to be cut and garden to be kept tidy.	
8	Arrange to be present at second inspection of property on	
9	Arrange to be present at third inspection of property * on	

\* The third inspection is the handover of the property to the incumbent.

## Costs incurred during the vacancy

All expenses incurred in meeting responsibilities during a vacancy must be met by the parochial church council. It is not necessary to open a separate bank account, but a record of all monies received and payments made must be kept.

- The parish share is paid in full during a vacancy as it is fixed on the assumption there will be a number of vacancies across the year across the diocese (if a vacancy continues beyond a year, there is a reduction in parish share).
- Though PCCs are responsible for meeting the costs during a vacancy, they do save on the incumbent's working expenses and retain fees due to the DBF.
- It is sensible if some element of this saving might be put to one side to help with some costs of interior redecoration of the parsonage (as a gesture of welcome and goodwill).
- If the PCC is unable to meet the costs of the vacancy in full, application can be made through the archdeacon to the DBF. Any application will have to be supported by a detailed statement showing the expenditure incurred and the fees and monies received, along with a copy of the most recent PCC accounts. In this situation, it is best to talk to the area dean or archdeacon as soon as possible. Contact addresses and numbers are contained on page 47.

## 12. Form 30 Sent to the Registry

### Form 30

The diocesan bishop [“the bishop”] must give notice [Form 30] of the vacancy or impending vacancy to the designated officer, who must serve notice [Form 31 or 32] of it on:-

- a. All all patrons of the benefice who are registered in the diocesan register of patrons. The notice informs them which of them [“the patron”] is entitled to act on this occasion; and
- b. The secretary of each PCC in the benefice.

The designated officer in the Diocese of Guildford is the diocesan registrar (Mr Howard Dellar). Once the registry have received this form, they in turn formally notify the patron/s and the PCC secretaries of the vacant parishes (who have already had informal notice of the vacancy through being sent the archdeacon’s newsletter and timeline). Once the form 30 has been signed and sent, and the patron and PCC secretary have received the notice of vacancy, the section 11 meeting must take place within 4 weeks.

### Section 12 Meeting

It is rare in the Diocese of Guildford to hold a section 12 meeting as we usually try to arrange for all interested parties to feed in their input before this stage. If, however, it is considered helpful, a suggested agenda is provided below.

#### Agenda for a Section 12 Meeting

1	<b>Welcome and introduction</b>	Bishop	✓
2	<b>Pastoral reorganisation:</b> explaining any implications for the benefice of pastoral reorganisation plans within the deanery or more widely and explains the meaning of suspension (if applicable).	Archdeacon	
3	<b>The needs of the parish:</b> a discussion on the parish / benefice profile and points elaborated as necessary.	Archdeacon	
4	<b>The person specification:</b> statement of needs arising out of this	Bishop	
5	<b>The next steps:</b> explaining briefly the working of the patronage (Benefices) Measure 1986 (if applicable) and the responsibilities of the parish representatives; some explanation of the process of choosing the next priest is given.	Archdeacon	
5	<b>Input of patrons:</b> any comments / input / suggestions from them	Patron	
6	<b>Questions from the floor</b>	Bishop	

## 13. Section 11 Meeting

The section 11 meeting is a PCC meeting which is chaired by the vice-chair. In the case of a united benefice, it should take the form of a united PCC meeting. The area dean may be present but s/he is not permitted to chair the meeting or vote Following the meeting, the PCC secretary should complete Form 34 and send, as soon as practicable, to the designated officer for distribution to the patron and the bishop.

#### Agenda for the Section 11 Meeting

1	<b>To prepare a statement describing the conditions, needs and traditions of the parish</b> [the Parish Profile]. This must be sent as soon as practicable to the archdeacon for distribution to the designated officer, patron and the bishop, failing which the PCC representatives lose their right to veto any choice of incumbent	✓
2	<b>To appoint two lay members of the PCC to act as the PCC’s representatives</b> in connection with the selection of an incumbent. The outgoing incumbent and spouse and the patron and his representative (if any), all clerks in holy orders and any deaconess or lay worker licensed to the parish, are not eligible for appointment as the PCC’s representatives. If no representatives are appointed two churchwardens will act. PCCs are advised to consider areas of expertise and how well potential representatives reflect the whole congregation. It is diocesan policy that all interview panels contain at least one person of each gender. If, following the election of parish representatives, it is discovered that the panel will be all male, a female member of the Bishop’s Staff team will be added to the panel.	
3	<b>To decide on the wording of the advertisement and whether to request the patron to consider advertising the vacancy.</b> The final decision rests with the patron.	
4	<b>To decide whether to request a joint meeting with the patron and the bishop.</b> This is the Section 12 Meeting, referred to on p.26	
5	<b>To decide whether to request a statement in writing from the bishop</b> describing, in relation to the benefice, the needs of the diocese and the wider interests of the Church. The Bishop will provide an introduction to the diocesan vision <i>Transforming Church Transforming Lives</i> in the profile and it is unlikely that he would wish to add anything to this - especially if the profile is set out using the framework of the diocesan vision.	

## 14. Form 34 sent to Registry

A copy of this form should have been sent to the PCC secretary by the diocesan registrar. We would be grateful if you could send the original copy of this to the diocesan registrar at 1 The Sanctuary, Westminster SW1P 3JT (as requested) and a copy to the clergy appointments officer at Church House Guildford (or a scanned copy to sarah.bolton@cofeguildford.org.uk will be fine).

## 15. Advertising

All vacancies are routinely advertised by the Diocese of Guildford in several ways:

- On the Diocese of Guildford website
- For four consecutive weeks in the *Church Times*
- On other websites and through networks that the church may choose to use.

If the PCC requests the patron to advertise the living and the patron agrees, the clergy appointments officer will be in touch with the patron and parish representatives about drafting the advertisement.

With the rare exception of patrons who wish to do all the administration themselves (like CPAS and the Simeon Trustees), all the administrative work (placing the advertisement in the church press, sending and receiving application forms, taking up references etc) will be done by the clergy appointments officer. The archdeacon is happy to help with the drafting of advertisements (and typesetting them!) although the cost of advertising is borne by the parish. The *Church Times* will charge approximately £800 for the examples given below. We strongly recommend that you pay an extra £200 or so for their *Golden Guarantee* which covers the cost of as many advertisements as it takes to fill the post (so long as it is only the dates that are changed in the advert).

Application forms are available on the diocesan website. Archdeacons encourage potential applicants to be in touch with them if they would value informal conversations before applying for posts.

### Some Examples of Advertisements Published in the last Few Years

Ridley Hall, Cambridge, invites applications for the post of

**VICAR OF CHRIST CHURCH WOKING**



A vibrant charismatic evangelical church, we are a community of all-ages (c600), known for contemporary worship, biblical teaching and dynamic children & youth ministry. We are hungry to know Jesus better, to live like Him and lead others to Him. Our café, bookshop and conferencing businesses are well established and we plan to develop our building to be fit for purpose at the heart of this rapidly expanding town.

We are seeking a new Leader who is:

- A strategic visionary, energised by a rapidly expanding town
- A dynamic leader with a servant heart
- Able to motivate and manage a large staff & volunteer team
- An enabler of passionate disciples, confident in sharing faith
- A stimulating preacher, who is Spirit led and biblically based
- A relational, resourceful listener with a pastoral heart
- Fun and creates a joyful environment

If you relate to these attributes, download a profile from [www.cofeguildford.org.uk/about/vacancies/clergy-vacancies](http://www.cofeguildford.org.uk/about/vacancies/clergy-vacancies)  
Applications by 13 September | Interviews 23 & 24 September

Application forms from Frances-Anne Cross  
PA to the Acting Archdeacon of Dorking  
✉ [frances.cross@cofeguildford.org.uk](mailto:frances.cross@cofeguildford.org.uk)  
☎ 01483 790352

Diocese of Guildford  
TRANSFORMING CHURCH  
TRANSFORMING LIVES

Wadham College, Oxford  
& the Bishop of Guildford seek to appoint a:

**RECTOR OF ESHER**  
Parish of Christ Church & St George



Just 18 miles south-west of London, Esher is a highly desirable town in Surrey which combines a fast rail link to London Waterloo in just over 20 minutes with beautiful countryside. The parish has two churches, with distinctive identities but a shared mission, and two church schools (primary & secondary). It offers a supportive team, including occasional preachers, all of whom strengthen both worship and work in the community.

We are seeking a new Rector who can help us with:

- Leadership: discerning a strong vision; encouraging people and managing a diversity of people and views
- Discipleship and Prayer: nurturing the church community through a focus on prayer, preaching and teaching
- Growth: welcoming all people; embracing traditional and more contemporary styles of worship; building stewardship and developing relationships with the wider community

If you relate to these attributes, download a profile from [www.cofeguildford.org.uk/about/vacancies/clergy-vacancies](http://www.cofeguildford.org.uk/about/vacancies/clergy-vacancies)  
Applications by 30 October | Interviews 19 & 20 November

Application forms from Frances-Anne Cross  
PA to the Acting Archdeacon of Dorking  
✉ [frances.cross@cofeguildford.org.uk](mailto:frances.cross@cofeguildford.org.uk)  
☎ 01483 790352

Diocese of Guildford  
TRANSFORMING CHURCH  
TRANSFORMING LIVES

**ST NICOLAS GUILDFORD**

St Nicolas is an Anglo-Catholic Church, consecrated in 1876, which sits at the foot of the historic High Street in Guildford. The Bishop of Guildford (as Patron) and PCC seek to appoint a

**Rector of St Nicolas Guildford**

- To build on our Anglo-Catholic liturgical tradition & music
- To enhance our spiritual & sacramental life through teaching
- To engage with the local community in an inclusive manner
- To develop and grow our youth and children's work
- Who respects diversity in our church and is a caring pastor

We look forward to offering our new Rector:

- A welcoming and supportive community, open to new ideas
- A vibrant community of staff and volunteers
- A well maintained 2\* church with stunning community centre
- A substantial 5 bed Rectory, 5 minutes walk from the church
- A commitment to the Guildford Clergy Wellbeing Covenant

Further details and Parish Profile available from:  
[www.cofeguildford.org.uk/about/vacancies/clergyvacancies](http://www.cofeguildford.org.uk/about/vacancies/clergyvacancies)  
Closing date 3 March 2021 | Interviews 24/25 March 2021

Application forms available on the website.  
Completed applications to be returned to the Archdeacon of Surrey by noon on 3.3.21  
via ✉ [julia.wensley@cofeguildford.org.uk](mailto:julia.wensley@cofeguildford.org.uk)

Diocese of Guildford  
TRANSFORMING CHURCH  
TRANSFORMING LIVES

The Archdeacon of Surrey, as Patron, and PCCs seek to appoint a

**VICAR OF THE BOURNE & TILFORD, Farnham**



We are two parishes (large and small) in the beautiful Surrey Hills, on the edge of Farnham, deeply rooted in our communities.

We are praying for a new incumbent who:

- Will enable us to grow in faith and fellowship
- Is humble, kind, caring, nurturing & approachable
- Will help us serve the needy and grow community
- Can preach and teach well, and nurture discipleship
- Appreciates traditional liturgy & music, but can be flexible
- Is both a team leader and collaborative - able to bring out the best in staff and volunteers and build a culture of participation.

In return we offer:

- A house for duty resident priest in Tilford
- A large team of volunteers (clergy, LLMs, & lay people)
- One of the largest (and finest!) church choirs in the diocese
- A delightful vicarage within walking distance of St Thomas
- A commitment to the Guildford Clergy Wellbeing Covenant.

Further details and parish profile available from:  
[www.cofeguildford.org.uk/about/vacancies/clergy-vacancies](http://www.cofeguildford.org.uk/about/vacancies/clergy-vacancies)  
Closing date 14 September 2022 | Interviews 3 & 4 October.

Application forms available on the website.  
Completed applications to be returned to the Clergy Appointments Officer by 14 Sept  
via ✉ [sarah.bolton@cofeguildford.org.uk](mailto:sarah.bolton@cofeguildford.org.uk)

Diocese of Guildford  
TRANSFORMING CHURCH  
TRANSFORMING LIVES

Selwyn College Cambridge seek to appoint a

**VICAR OF WONERSH WITH BLACKHEATH**



Set in the beautiful Surrey Hills, a mile apart and four miles south east of Guildford, Wonersh and Blackheath churches have seen significant growth in the last decade. Our aim is to be a mission shaped church, led by Jesus into new adventures as we continue to bring God's love to those who do not know him.

We are looking for a Vicar who will:

- Reach further into our local communities
- Strengthen our prayer life
- Focus more strategically on pastoral care
- Build on our youth and children's work

We will support you with:

- A warm and friendly community
- Highly capable churchwardens, ministry team & PCC
- Support for pioneering new mission initiatives
- Respect for your well-being and family life
- Funding of retreats and development opportunities
- A conveniently located and well-appointed vicarage

Closing date for applications: 1 July | Interviews: 10 & 11 July  
[www.cofeguildford.org.uk/about/vacancies/clergy-vacancies](http://www.cofeguildford.org.uk/about/vacancies/clergy-vacancies)

Application forms from Ruth Burns  
PA to the Archdeacon of Surrey  
✉ [ruth.burns@cofeguildford.org.uk](mailto:ruth.burns@cofeguildford.org.uk)  
☎ 01483 790366

Diocese of Guildford  
TRANSFORMING CHURCH  
TRANSFORMING LIVES

**the parish of FRIMLEY**

**RECTOR of FRIMLEY**

Frimley in Surrey is a thriving town in an excellent location with great transport links to the South East. Our parish church is welcoming and committed and we seek a new leader to:

- Lead, motivate, and encourage us
- Develop and enhance our worship
- Creatively engage the church with prayer
- Guide us in growing deeper in our relationship with God
- Build on existing work to engage with the local community
- Continue to grow our children and youth work.

In return we offer:

- A welcoming and committed congregation
- Two well maintained churches and church halls
- A skilled, supportive and enthusiastic staff team
- A PCC open to new ideas
- A substantial 4 bedroom Rectory in an excellent location.

Further details and parish profile available from:  
[www.cofeguildford.org.uk/about/vacancies/clergy-vacancies](http://www.cofeguildford.org.uk/about/vacancies/clergy-vacancies)  
Closing date 1 June 2022 | Interviews 4 & 5 July 2022

Application forms available on the website.  
Completed applications to be returned to the Archdeacon of Surrey by 1 June  
via ✉ [sarah.bolton@cofeguildford.org.uk](mailto:sarah.bolton@cofeguildford.org.uk)

Diocese of Guildford  
TRANSFORMING CHURCH  
TRANSFORMING LIVES

## 16. Shortlisting

The shortlisting meeting consists of exactly the same people as will make up the interview panel:

- Bishop \* (who will chair the meeting)
- Patron
- Archdeacon
- Area Dean
- Parish representatives

\* the lead Bishop (either the Bishop of Guildford or the Bishop of Dorking) will preside over the whole process from this point - shortlisting, interviewing and licensing or institution and induction.

The shortlisting meeting will usually take place over Zoom. When possible, the clergy appointments officer will have sent out the papers for the shortlisting a week before the meeting. This will include (for each candidate) their letter and/or application form.

Following the shortlisting, the clergy appointments officer will write to the referees that the candidates have appointed to request references. As soon as these are all received, she will distribute them to the panel. There is also a clergy current status letter (CCSL) which is a bishop to bishop reference. This will go from the office of the bishop where the applicant is currently serving to the Bishop of Guildford's Office. These references are not shared with the panel (they are confidential to bishops) but the lead bishop will summarise its contents either in the shortlisting meeting or on the day of the interview. It is imperative that the paperwork you receive is treated with the strictest confidentiality. You **MUST NOT** share them with anyone else - even fellow leaders in the parish. They are only to be seen by members of the panel. Papers relating to the applicants who are shortlisted may be kept until the interview. Following the interviews, all papers will be taken back to the office for shredding. You are asked to delete any electronic copies.

### Agenda for Shortlisting Meeting:

1. Prayers
2. Discussion concerning each applicant against person specification
3. Decision about which applicants will be called for interview
4. Discussion about the interviews
  - a. the timetable for the interviews
  - b. the nature of the interviews (do we involve children from church school etc?)
  - c. the text or subject of the 5 minute homily (short sermon) or presentation
  - d. draft questions are usually circulated following the meeting and before the interviews
5. Prayers

Following the meeting, the clergy appointments officer will notify each of the applicants whether or not they have been shortlisted and inviting those who have to interview. We will also request information such as whether they will need accommodation for the evening, whether they will be bringing a spouse with them, and details about special dietary requirements etc. We always give feedback to those who are shortlisted but not appointed, but tend not to give feedback to those who are not shortlisted - although archdeacons have given a brief narrative when it has been requested.

## 17. Interviewing

The confidential nature of interviewing cannot be stressed too strongly. Many clergy will not have told parishes that they are looking for new posts and this must be respected. Preparing for the process needs to be done with great care and it should be remembered that it is a discernment process in which the candidate is also asking whether the parish is right for them. The process takes place over two days and the parish is responsible for finding accommodation for candidates who require it. This can be a hotel or a B&B (we often use Travelodge & Premier Inn) but should not be with parishioners. The parish will need to budget for this cost.

### Day 1 of the Interview Process

This day is primarily to allow applicants to get a feel for the parish. It is important that this day does not feel like an interview for the candidates. They should be given plenty of opportunity to get a feel for the parish.

A suggested outline for Day 1 of the Interview Process.				
1200	Candidates (& spouses) arrive for a sandwich or pub lunch with churchwardens			
1300	Tour of the parish (we suggest that trusted parishioners are asked to take each applicant around separately - a timetable such as below will prevent them tripping over each other!) The visit to the school could include an observed conversation with some children.			
1300	Tour of the parish	Visit the church/s	Visit the schools	Visit parsonage
1330	Candidate A	Candidate D	Candidate C	Candidate B
1400	Candidate B	Candidate A	Candidate D	Candidate C
1430	Candidate C	Candidate B	Candidate A	Candidate D
1500	Candidate D	Candidate C	Candidate B	Candidate A
1600	Tea in the parish office with key stakeholders (this should involve church staff - associate clergy, LLMs, children and youth workers, administrators, director of music, etc).			
1730	Free time for shortlisted applicants to find accommodation and have a break.			
1930	Informal supper with PCC (usually buffet in the church / church room / church hall etc) 1900 - PCC to be briefed by the area dean about the purpose of the supper 1915 - Candidates arrive (with spouses if they have come along) 1930 - Area dean says grace and PCC encouraged to move around to talk to applicants 2045 - Area dean says closing prayer 2100 - Members of PCC depart and are invited to send reflections to the area dean by email. This may be done in whatever format people wish to do it. Please, however, do not talk to others about your reflections and do not make them too long!			

### Day 2 of the Interview Process

This day is the more formal part of the process. The timing of the day will depend on the number of candidates. Below is a sample timetable based on four candidates, each having a 55 minute interview.

It is very helpful if a trusted person can be on hand to meet and greet candidates as they arrive for the formal interviews and provide them with a cup of coffee or glass of water whilst they wait. If available, it can often be a good idea to ask an assistant minister to perform this role as it gives them an opportunity to talk with candidates.

After all the interviews are over, the panel will have a break for lunch and then consider and reflect upon each candidate in turn with reference to the person specification. After each candidate has been considered individually, they are considered together and the lead Bishop will help the panel to reach a conclusion.

It is only right at the end of this process that the area dean will share the reflections of the PCC. The reflections then act as a helpful confirmation or not of the panel's judgement.

A suggested outline for day 2 of the interview process.	
	Formal interview with panel
0830	Prayers and meeting of interview panel
0900	Interview for Candidate A
1000	Interview for Candidate B
1100	Coffee break
1115	Interview for Candidate C
1215	Interview for Candidate D
1315	Lunch for panel and for candidates
1330	Panel discussions
1430	Prayers



### Advice on the Conduct of Interviews for Parish Representatives

Parish representatives have had a great responsibility laid upon them, and the choice of the right incumbent may well depend upon their careful preparation before the interview. When an interview panel is being chaired by one of the bishops or the archdeacon or the patron, they will take responsibility for ensuring that the process is fair and at the preliminary meeting will discuss with the panel what questions each member will ask and in what order.

### Preparing for the Interviews

The following points are intended to help parish representatives avoid some of the more obvious pitfalls. Churchwardens are asked to pass a copy of this pack, highlighting this section, to any parish representatives who will not have seen it.

- Prayer is hugely important in this process. Please pray in the weeks ahead of the interviews for the applicants and the panel - that both may be open to the Holy Spirit in discerning the right choice of applicant for the post
- Be realistic: do not let impressions of your last priest shape your expectations of the next, and remember that the Archangel Gabriel is not available!
- Focus on the particular criteria you will have already drawn up in the parish profile and make sure that these are at the forefront of your mind in the interview process
- Reflect a little on how you will test the gifts that you are seeking. You will need answers to questions based on evidence. You may also think of creative ways of testing this evidence
- Do not get caught out by going for an 'ideal image' of a priest which some parishes may think is a young married person with 2.4 children and a labrador!
- Remember that prayerfulness and holiness are essential qualities for the effective nurture, care and outreach that you and your priest will seek to achieve in your life together
- Remember that it is a very real option not to appoint. It is quite possible that God's chosen person does not turn up on the day. It takes courage not to appoint but sometimes it's the right judgement
- Be aware of unconscious bias. We are hoping to introduce some training on this at some stage but, in the meantime, try to be aware of any bias that you may have and ask God to remove this
- If there is an internal applicant, this can be challenging. It is, however, important that they are neither advantaged nor disadvantaged by the process.

### Interviewing

- Make sure you use a comfortable room for the interview and a place that is both confidential (not overlooked) and quiet (not distracted by the nursery or keep fit class!)
- The interviewing panel will normally include the patron, bishop, archdeacon and area dean and two parish representatives. If the panel comprise all of the same gender, then an additional member of the opposite gender will be added
- Take care with seating arrangements so that no one on the panel is sitting with their back to the light or on higher chairs and that seats are arranged so that there is good visibility
- The archdeacon will meet and greet candidates and bring them into the room
- Candidates will be welcomed by the chair who will introduce those present
- The chair will begin and end the interview
- You must ask the same questions of all candidates so that you have a fair picture of each
- The chair will attempt to keep time. An hour passes very quickly. If you ask a supplementary question, try to keep to time (with 12 questions, that's about 3 minutes a question)
- The chair will normally end by asking the candidate if: (a) they have any questions of the panel; (b) are still a firm applicant; and (c) when they might be able to start
- The chair will also tell them how and when they will be contacted about any decision.

**Interview Questions**

The interview will begin with a 5 minute homily on a chosen text or a presentation on a chosen subject. Following this, the chair will normally ask the panel whether anyone wishes to ask a question arising from the presentation. A series of questions will then be asked by different members of the panel (and agreed beforehand). The archdeacon will help you formulate questions and produce a draft for the panel to approve. They will take the form of the four areas beneath. Section A, B & D are standard areas that we always explore. Section C is the area where we explore the particular priorities for each specific parish.

A. CALLING (why here and why now?)		
1	Introduction	a) What attracted you to apply for this post?
2	Introduction	a) Tell us something of your daily walk with God. b) What are the spiritual disciplines that are most important to you? c) What characterises your life of discipleship? d) How do you keep fresh and equipped for the work of ministry?
B. COMPETENCE (focussing on leadership)		
3	Beliefs	a) What is your essential gospel? b) If you had one last sermon to preach what text would you choose and why? c) Give an account of the hope within you.
4	Theological Stance	a) What key debates in our society are challenging the church today? b) How should the church be seeking to respond?
5	Leadership & Management	a) What does the term 'collaborative ministry' mean to you? b) Do you prefer being a member of a team or the leader? c) How have you encouraged others to grow into leadership? Give an example. d) What is the most important decision you have made in ministry so far?
6	Conflict & Change Management	a) What experience do you have of conflict or change management? b) Tell us about an experience of conflict you managed? What did you learn? b) How do you feel when there isn't a consensus in the staff team or PCC?
7	Pastoral Care and Safeguarding	a) How do you exercise the pastoral aspect of ordained ministry? b) What experience do you have of working with or supervising those who work with children or adults experiencing abuse or neglect? c) What role do you think forgiveness plays for those who have experienced abuse in the past? d) Why is safeguarding important?

C. CRITERIA (testing against the Person Specification you have written). For example:		
8	 Growing Disciples	a) What does it mean for you to make disciples? b) How have you intentionally encouraged confident discipleship? c) In what ways have you enabled life long Christian learning? d) How have you equipped people to love and serve the Lord? e) How can we create a culture of spiritual growth?
9	 Growing Diversity	a) Tell us about your experience of ministry with children and families. b) How do you think we can grow ministry amongst young people? c) What's the boldest thing you've done in children and families ministry? d) How have you sought to build ministry amongst the under-represented? e) How have you sought to grow a diverse community in previous roles?
10	 Growing Community	a) How would you seek to discern the needs of your local community? b) Tell us how you have approached partnership in communities? c) What are the important ingredients in engaging in social action? d) How would you seek to be a vicar of x as opposed to a chaplain to St y? e) What experience do you have of social enterprise and how could you see that operating in the parish of x.
D. CHEMISTRY (what does our gut tell us?)		
11	Personality and Self-awareness	a) How would your friends (or a discerning critic) describe you? b) One word to describe two greatest strengths & two greatest weaknesses?
	Self-awareness & Vulnerability	a) What has been your greatest disappointment in ministry so far? b) What have been your greatest achievements so far? b) What is the greatest misconception people have of you?
	Stress	a) What strategies do you have for coping with stress? b) How do you relax or recuperate? c) What makes you frustrated or angry and how do you manage this?
E. CONCLUDING QUESTIONS (questions asked by the chair)		
12	Final Questions (to be asked by the chair).	a) Do you have any questions for us? b) If you were offered the post, would you be minded to accept? c) If you were offered the post, when could you start?  The chair will then conclude the interview and archdeacon will take the candidate out of the room

### F. Some additional questions that you could adapt...

1	Worship	Tell us about introducing a new experience in worship to a congregation in the past. What did you learn from it and what would you do differently next time?
2	Discipleship	What are the primary ways you encourage others to grow as followers of Jesus? What is your favourite story of how you helped someone grow in faith?
3	Evangelism	What are the primary ways in which you have approached evangelism in your ministry? To what extent have you seen the Lord adding to your number?
4	Mobilising the people of God	At a time when most organisations are struggling with volunteers, what do you find to be the most effective ways of mobilising the people of God?
5	Building teams	Tell us how you have built leadership teams in the past and what is your style of line management, supervision and care of teams?
6	Preaching	Explain your style of preaching and the way in which you prepare a sermon. How do you ensure that your preaching continues to be effective?
7	Pastoral care	What is your style of pastoral care? To what extent do you share this with others? What are the parts that you might not share?
8	Pastoral offices	How do you approach the opportunities provided by baptism in your current parish? Walk us through the experience from an enquirer's perspective.
9	Social issues	What have been the social issues that your current church have felt called to engage with most? Tell us how you have impacted on your community.
10	Ecumenism	What is your approach to ecumenism? What might be the most successful ecumenical venture you have been part of?
11	Challenging conversations	Can you tell us about a controversial issue which led to a difference of opinion in your church. How did you handle it and what did you learn from it?
12	Children & families	How high a priority have children and young people been in your ministry? Please give us some examples of this.
13	Church schools	What is your understanding of the relationship between churches and church schools? In what ways would you seek to build this relationship?
14	Self awareness	What would you say are your primary training needs at present? How might they be met?
15	Personal growth	Tell us what you've just read or are reading at the moment. How have you responded to it and what has it taught you?
16	Wider church	What are the gifts you might offer to the wider church? How might the deanery chapter be blessed by your appointment?

### Pitfalls

- Do not tell the person face-to-face that they are not the right person, that they do not dress properly, or that you do not approve of their hairstyle! Such personal remarks have no place in the interview or in the reasons for rejecting a candidate.
- Do not ask about family or personal domestic arrangements (e.g. whether they are planning to increase their family or how they will cope with childcare). Please note that it is unlawful to ask a female whether she is, or is likely to become, pregnant.
- Do not ask whether a spouse will act in an unpaid capacity in the parish. You are only interviewing the candidate for the post. Spouses may enjoy a measure of shared ministry but may prefer to express this as supporting their partner in their ministry.
- In interviews we are expected to work to the highest standards and are, to some extent, bound by law in what we are permitted to ask. Questions which indicate prejudice against a person on the grounds of marital state, age, race, skin pigment, disability, background, sexual orientation or education are inappropriate under equal opportunities legislation.
- Begin and end the process with prayer and do not feel rushed into making a decision.

### Reaching a Decision

- Interview panels usually work by consensus and whenever possible the whole panel should try to reach a unanimous decision about the acceptability of a candidate for appointment.
- The view of the parish representatives is paramount. The patron, bishop, archdeacon or area dean will not try to appoint an applicant against the will of the parish representatives - but they may exercise a veto if they think the favoured applicant of the parish representatives is unsuitable.
- Remember that you are considering the appointment of the candidate and *not* his or her spouse and family. Spouses will not be present at the formal part of an interview.

### If an Appointment is Not Made

- Each of the shortlisted applicants is informed and offered feedback. The bishop and archdeacon will temporarily keep their notes so that they can help the applicants to understand the reasons that they were not appointed on this occasion.
- An announcement is made to the church community on the following Sunday that, following careful prayer and reflection, no appointment was made on this occasion. This takes some sensitive handling as it often comes as a disappointment to a church community when this is the case.
- When this happens, it is important to remember that we do not go back to square 1! The parish profile has been written, and there is no requirement to hold another section 11 meeting. It is only the selection procedure that is repeated.
- The archdeacon will usually pray and reflect upon the best way forward following this and will make a suggestion to the churchwardens and PCC. Sometimes, it feels appropriate to begin a second round of advertising fairly soon (for this reason, it is worth making use of the Golden Guarantee that the Church Times offers - for a small additional sum when you first advertise your vacancy, they will allow you to re-advertise as many times as necessary until the post is filled). Sometimes, it makes sense to have a pause (maybe until a new crop of curates have been signed off). Sometimes, it is decided not to re-advertise and to head hunt.
- If a decision is taken not to advertise and to 'head-hunt' instead, when a suitable candidate is identified by the patron or the bishop or archdeacon, the usual practice is for the candidate to meet the parish representatives and a decision be taken on both sides as to whether or not they wish to proceed. Following that, a bespoke process is devised which enables the candidate to meet some of the people they would be working with, view the parsonage, meet the area dean and proceed to a formal interview.

## 18. Appointing

### When an Appointment is Made

- a. The lead bishop will telephone the successful candidate as soon as possible to offer them the post verbally and to seek verbal acceptance.
- b. The archdeacon will contact the other applicants to inform them that they were not chosen on this occasion and to offer feedback if requested.
- c. The lead bishop or archdeacon will inform the clergy appointments officer of the appointment who will then organise for a formal letter to be sent to the chosen applicant. This will be copied to the archdeacon, the area dean, the director of HR & safeguarding, the director of mission, the head of property, the information officer, the finance department, the parish co-ordination team and the chaplain to the Bishop of Guildford.
- d. When confirmation of acceptance is received, the clergy appointments team will contact: (i) the candidate to organise DBS, medical and diocesan declaration forms; (ii) the parish representatives to liaise about an announcement; (ii) Church House Guildford with a change of appointment form.

### Date for Announcement and Institution

- a. The clergy appointments officer will liaise with all parties concerning the announcement. This will involve the incumbent-designate, the parish in which they are currently serving and the parish representatives. Please be patient regarding this. There are sometimes complexities to be resolved if, for whatever reason, the incumbent-designate does not wish to announce on the following Sunday. We always attempt to do this as soon as possible following the appointment but sometimes there is good reason for a short delay. It is imperative that parish representatives do not make any announcement until the clergy appointments officer has informed them that they may do so. Announcements will be co-ordinated so that the cleric's current parish and the parish to which they have been appointed will learn of the appointment on the same day.
- b. When the patron is the Crown or the Lord Chancellor, announcements cannot be made until a clear DBS disclosure has been received. This is part of the policy of the Cabinet Office. It is difficult to predict how long DBS disclosures take to be processed. It can be relatively quickly. We have, however, known them to take up to 14 weeks during busy periods. It is important in the case of Crown and Lord Chancellor's livings that expectations are managed and the archdeacon will usually mention this at the open meeting at the beginning of the process and in the archdeacon's newsletters.
- c. The clergy appointments officer will inform the property department of the successful applicant who will arrange for the second inspection of the parsonage to happen with the incumbent-designate. The property department will subsequently notify the clergy appointments officer of a date when the house will be ready for occupation.
- d. The date of the institution and induction of the new incumbent will be co-ordinated by the clergy appointments officer in consultation with the bishop, archdeacon, new incumbent, area dean, property department and churchwardens. It is important that the incumbent-designate has sufficient time for a short break between posts and time to move and settle in before being licensed. Sometimes, when a cleric is moving a short distance, a request is made (either by the cleric or the parish) that the new incumbent commutes until the parsonage is ready. We strongly discourage this.

## 19. Form 37 sent to Registry

The archdeacon will ask the patron and parish representatives to sign form 37 (this is usually done after the interview if an appointment is made). This is the form where the patron formally nominates the chosen applicant for presentation to the living and the parish representatives formally accept the presentation.

## 20 Preparing for the Licensing

The celebration of a new ministry is an occasion of great joy and an opportunity for the wider parish to join the worshipping community to mark a new chapter in the life of the parish. It is also a good opportunity for people present to be encouraged and inspired to use this new opportunity to engage with faith for the first time, or to re-engage after having drifted away from church life. The bishop and archdeacon are always aware of this opportunity. It is, therefore, helpful if the service can be publicised as widely as possible through local media, social media and, perhaps, posters in local post offices etc.

It is also a tradition that individual invitations are sent out to figureheads and representatives in the community. You will know those organisations with whom you have a close link and those with whom you would like to develop a link. Use this service as an opportunity to build on existing partnerships and create new ones. There is a part in the liturgy when representatives of local organisations are invited to come to the front of the church and welcome the new priest. This takes the form of a simple handshake and "welcome to St Jude's from the St Jude's Scouts" or similar words. Encourage representatives to welcome their new rector/vicar in this way and hand the names of those who respond to your invitation at the rehearsal. A suggested list of names for invitation to the service might include:

The mayor or chair of the parish council	✓
Local member of Parliament	
Local authority representatives	
Representatives of schools in the parish	
Representatives of uniformed organisations in the parish (Scouts, Guides etc)	
Local funeral directors	
Any local businesses with which the parish has a connection	
Any local charitable organisation with which the parish has a link	
Representatives of any partner organisation	
The bishop and archdeacon's spouses	
The Dean of Guildford or a cathedral representative (address on p.47)	
The director of mission or a representative of Church House Guildford (address on p.47)	
The deanery lay chair (addresses from the area dean)	
The deanery clergy (names and addresses from the area dean)	
Ecumenical or Churches Together representatives	
Representative of Mothers Union: diocesan president, deanery rep or branch leader	
Children's groups or youth groups in the parish	
Any other organisation that forms part of the church	
Any other individual / representative that churchwardens & PCC would like to invite	

## 21. Preparing the Parsonage

### Wording for the Invitation

The correct form of wording for the invitation is as below. It is helpful for invitations to be sent out at least a month prior to the service if possible to allow as many people as possible to attend. Usually the lead bishop (who chaired the shortlisting and interview panel) will preside at the institution, and the archdeacon of your archdeaconry will conduct the induction and installation. Please check that the terminology is accurate (explanation provided below).

<p>The Churchwardens &amp; Parochial Church Council of St Jude's by the Wardrobe request the pleasure of the company of</p> <p style="text-align: center;"><b>The Mayor of Somewhere and Mr Smith</b></p> <hr style="width: 20%; margin: auto;"/> <p style="text-align: center;">at the Institution / Collation / Licensing * by <i>The Rt Revd Andrew Watson, Bishop of Guildford</i> or <i>The Rt Revd Dr Jo Bailey Wells, Bishop of Dorking (Delete as Applicable)</i></p> <p style="text-align: center;">and the Induction and Installation ** by <i>The Venerable Paul Davies, Archdeacon of Surrey</i> or <i>The Venerable Martin Breadmore, Archdeacon of Dorking (Delete as Applicable)</i></p> <p style="text-align: center;">of the Revd Joe Bloggs (Insert name of the new incumbent) at St Jude's Church by the Wardrobe on Thursday 3rd July 2043 at 7.00pm</p> <p>Clergy &amp; readers to robe in the Church Hall                      Refreshments served after the service</p>	
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### Terminology:

There are some confusing legal terms used by the church when a priest commences a new ministry. A brief explanation will help you navigate this!

\* Where the bishop is the patron, this is called *collation*. Where the person to be instituted has been presented by any other patron, it is called *institution*. If the person is being appointed as *priest-in-charge* (because presentation has been 'suspended') then the word *licensing* is used.

\*\* When a person is being collated or instituted they are *inducted and installed* by the Archdeacon. When they are licensed, then the person is *installed* by the Archdeacon, but not inducted.

The same terminology used in the invitation is used on the cover of the order of service.

By the time the new incumbent has been appointed, any major works required to the property should have been completed. Shortly after their appointment has been announced, the clergy appointments officer will arrange for there to be a site meeting which will include: (i) the archdeacon; (ii) the new incumbent (and spouse); (iii) the property surveyor; (iv) a churchwarden/s.

The purpose of the meeting is to walk through the property and discuss

### Agenda for Site Meeting at Parsonage with New Incumbent and Spouse.

1	<b>Any further requirements that the Incumbent (and spouse) may have</b>	✓
2	<b>Decoration of the parsonage</b>	
3	<b>Who will take responsibility for what</b>	
4	<b>Any other business</b>	

The archdeacon will chair the meeting and seek to enable the remainder of the work in the parsonage to be a partnership between the property department, the parish and the new incumbent. In terms of diocesan policy, the structure of the parsonage is the responsibility of the DBF (through the property department) and the interior decor is the responsibility of the incumbent. There is, however, a long standing tradition that parishes make a gesture of welcome and goodwill in contributing towards the cost of redecoration.

### Requests from New Incumbent

The property department always attempts to help clergy be as comfortable as possible in their homes. It does, however, have a limited budget and needs to be a good steward of this. It will prioritise requests to aid incumbents and dependents who have disability or mobility needs. It will seek to do all it can to help with other reasonable requests. It will receive all requests at the meeting and confirm in writing to the new incumbent what it is able to commit to within the restraints of its budget.

### Redecoration.

It is helpful if a churchwarden can attend this meeting with the offering of help to redecorate the parsonage. If this is financial assistance, it is helpful if s/he can offer a figure for which the PCC has budgeted. In some parishes, people have offered to help with the actual decorating. In the past few years, several churches have held painting parties in the parsonage to help the incoming incumbent decorate the house. Being clear about the gift or offering will, however, help the incoming incumbent to plan.

### Completion

On completion of the works, the property department will notify the new incumbent that the property is ready for occupation. Please note that an incumbent must not move into the parsonage more than three weeks before a licensing without the permission of the archdeacon. It is always a much appreciated touch when a churchwarden/s meets the new incumbent on arrival and leaves a card or some flowers or a small hamper in the parsonage as an expression of welcome to the parish.

## 22. The Licensing | Collation | Institution | Induction

### Notes about the Service:

#### Orders of Service

Orders of service are produced by the parish. It is important that these are printed well. The liturgy is fixed although small adjustments may be made to reflect the character of a parish. Hymns and reading are chosen by the new incumbent in consultation with the organist and churchwardens and agreed by the area dean. Before printing, a draft is required by the area dean and archdeacon. An electronic copy of the liturgy is available from the Bishop of Guildford's chaplain.

#### Rehearsal

The rehearsal is the responsibility of the area dean. Churchwardens are asked to invite all who need to be at the rehearsal: new incumbent, organist, crucifer (if you use a processional cross), those taking part in the service (see table opposite). It is good if those chosen to fulfil these roles are drawn from representative areas of the church's life. It is also helpful to have the person operating the sound system present.

#### Seating

The bishop will need a chair at the top of the chancel step. Seats also need to be provided nearby for the archdeacon and the area dean. Some thought will need to be given at the rehearsal as to where to seat visiting clergy and readers.

#### Robing

It is custom for the bishop, archdeacon, area dean, new incumbent and bishop's chaplain to robe in the vestry of the church. It is usually necessary to arrange a separate and larger space for visiting clergy and choir to robe (e.g. a church hall or nearby convenient space).

#### Procession

During the service there is a procession around the church taking in the main entrance to the church, font, chancel steps, and holy table. It is important therefore that the immediate areas around these places are kept clear, and the font ready for use and not serving as a flower stand!

#### Representatives that will be welcoming the new Incumbent

During the service, representatives of church and community extend a welcome to the new incumbent. Churchwardens need to advise those who will take part in the welcome and ask them to keep their welcome brief. A microphone at this stage helps the congregation to hear. It is helpful if the number of people welcoming the new incumbent does not exceed approximately 15 people.

#### Offering

During the final hymn an offering will be taken for the Bishop of Guildford's Communities Fund. This fund exists to reach out to disadvantaged and vulnerable people across the Diocese of Guildford in the name of Christ. Many of our churches are already engaged in a range of community-based projects reaching into those areas and inspired by Jesus' own commitment to the least, the last and the lost. The Bishop of Guildford's Communities Fund is there to give them a helping hand, both with start-up grants and ongoing support.

#### Car Parking

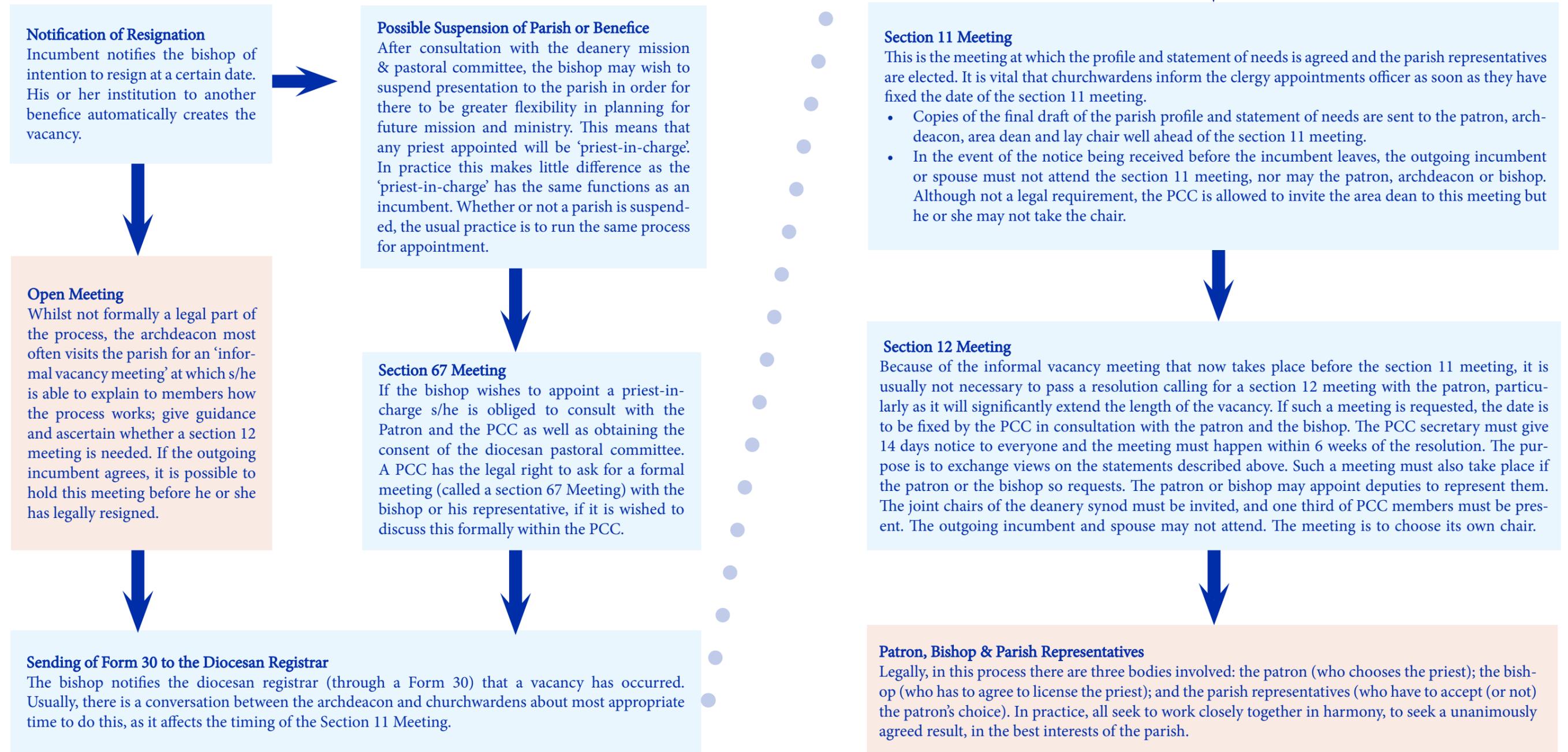
Please reserve spaces as close as possible to the church for the bishop, archdeacon and area dean. They will often be arriving from another appointment and it is helpful if spaces are reserved for them so that they can have time to be briefed before the service begins.

### Roles that need to be filled for the Licensing | Collation | Institution | Induction

	When...	Task...	By whom...
1	Before service	To help with car parking	
2	Before service	To welcome guests and visitors	
3	Scripture reading	To read the lesson	
4	Presentation	To welcome the appointment	Churchwardens
5	Present keys	(only in an induction)	Churchwardens
6	Call to discipleship (at the font)	To present a large ewer of water and to say: 'we bring you water for Holy Baptism'	
7	Call to discipleship (at the font)	To say 'tell the story of God's love. Baptize new disciples in the name of the Father and of the Son and of the Holy Spirit'	
8	Call to discipleship (at the font)	To say 'Peter said to the people: 'Repent and be baptized every one of you in the name of Jesus Christ so that your sins may be forgiven; and you will receive the gift of the Holy Spirit. For the promise is for you, for your children, and for all who are far away, everyone whom the Lord our God calls to him.' (Acts 2:38b-39 NRSV)	Local ecumenical representative
9	Call to mission (at the lectern)	To present a Bible and to say: 'We bring you the Holy Gospels'	
10	Call to mission (at the lectern)	To say 'unfold the Scriptures. Preach the word in season and out of season and declare the mighty acts of God.	
11	Call to worship (at the HC table)	To present bread and wine and to say: 'we bring bread and wine for Holy Communion'	
12	Call to worship (at the HC table)	To say 'Preside at the Lord's table. Lead us in worship, offering with us a spiritual sacrifice of praise and thanksgiving.'	
13	The welcome (chancel step)	Representatives of different organisations come forward to welcome the new minister. A handshake and a few words are sufficient.	Representatives
14	Collection	People to distribute the collection plates for the Bishop of Guildford's Communities Fund	

## 23. Appendix 1: Summary of Legal Process

The process of appointing Incumbents in the Church of England is governed by the Patronage (Benefices) Measure 1986. This is a statutory process and forms part of the law of the land. It is, therefore, important that the process abides by the legal instruments that are laid down in the measure. The Archdeacon will explain this in the Open Meeting (p.12). Briefly outlined, the procedure includes the following (blue boxes = Benefices Measure 1986; orange boxes = practice in the Diocese of Guildford)



## 24. Caring for your New Incumbent!

The celebration of a new ministry, marked by the licensing or collation / institution and induction of a new incumbent, is a source of great joy for the parish and diocese. As archdeacons, we are anxious to give new incumbents every help and support that we can. We recognise that moving home, relocating to a new area and beginning a new ministry together constitute a demanding as well as an exciting time. Whilst many of us look to clergy for providing pastoral care, they need caring for too! Archdeacons are grateful for the help and support that churchwardens, PCCs and others can give to this.

In most cases, churchwardens and PCCs will have already given much help and wisdom about so many practical aspects of moving home in the period before the incumbent moved. It is, however, important that they continue to care for the new incumbent and their family in the months to come. Ensuring that they take and keep a regular day off each week, that proper holidays are put into the diary in the first few months, and that an annual retreat is booked are some of the small ways in which Churchwardens and parish staff can help to make sure that their new Incumbent maintains a healthy ministry.

The Diocese of Guildford, alongside the General Synod of the Church of England, has spent considerable time reflecting on clergy wellbeing over the last few years (in the context of both national and local concerns about increasing sicknesses) and it may be helpful for you to be reminded of the following:

1. [The Clergy Wellbeing Covenant](#): The diocese launched this in June 2020. It is the culmination of some work, reflecting upon some recommendations of the Church of England, and seeks to establish a simple rule of life for clergy. It sets the rule in the context of a covenant between clergy themselves, their local churches and the wider diocese. It is helpful if this can be read, particularly by churchwardens and PCCs, in the context of creating a culture for the wellbeing of the whole parish community. This will be given to new incumbents as part of their welcome to the Diocese of Guildford and there is a comprehensive directory of places where support can be obtained in the back of the booklet.

2. [The Churchwardens Handbook](#): Released in 2020, this provides information on practical ways in which churchwardens can support their incumbent. There is also information in this booklet about how to manage clergy sicknesses, should this be necessary. Copies of the churchwardens handbook may be downloaded from the Diocese of Guildford website or obtained from the archdeacons' office.

3. Bishop's pastoral care of incumbents in their first year of office: The bishop is proactive in supporting clergy through their first year of incumbency in several ways: (i) all first time incumbents are invited to attend a course for those beginning in positions of primary leadership or making a transition; (ii) the diocese arranges and provides mentors for all those beginning new ministries; (iii) the archdeacon will arrange to see new clergy in their parishes three months after the licensing / induction; (iv) the bishop (usually the one who didn't lead the service of licensing / institution) will 'check in' with clergy nine months into post; (v) the team at Church House Guildford are always available to give whatever support and guidance they can; (vi) the new parish needs process is a more proactive system, by which the diocese walks alongside each parish to provide the help and support it can. The archdeacon will talk to your new incumbent about where you are in this particular cycle and which mission enabler at Church House Guildford has been assigned to support you.

4. If you are concerned: the bishops and archdeacons of the Diocese of Guildford take seriously their pastoral care of all clergy. If they or you are concerned about their wellbeing at any stage, please talk to them. We are never too busy to help in whatever ways we can. A list of names and contacts may be found on page 47.

## 25. Useful Contacts

### Directory of Bishop's Leadership Team & Diocesan Staff

Bishop of Guildford The Rt Revd Andrew Watson ☎ 01483 590500 ✉ <a href="mailto:bishop.andrew@cofeguildford.org.uk">bishop.andrew@cofeguildford.org.uk</a>	Bishop of Dorking The Rt Revd Dr Jo Bailey Wells ☎ 01483 790343 ✉ <a href="mailto:bishop.jo@cofeguildford.org.uk">bishop.jo@cofeguildford.org.uk</a>
Archdeacon of Surrey The Venerable Paul Davies ☎ 01483 790366 ✉ <a href="mailto:archdeacon.surrey@cofeguildford.org.uk">archdeacon.surrey@cofeguildford.org.uk</a>	Archdeacon of Dorking The Venerable Martin Breadmore ☎ 01483 790349 ✉ <a href="mailto:archdeacon.dorking@cofeguildford.org.uk">archdeacon.dorking@cofeguildford.org.uk</a>
Dean of Guildford The Very Revd Dianna Gwilliams ☎ 01483 547862 ✉ <a href="mailto:dean@guildford-cathedral.org">dean@guildford-cathedral.org</a>	Acting Diocesan Secretary Steve Collins ☎ 01483 790303 ✉ <a href="mailto:steve.collins@cofeguildford.org.uk">steve.collins@cofeguildford.org.uk</a>
Director of Mission The Revd Dr Peter Harwood ☎ 01483 790921 ✉ <a href="mailto:peter.harwood@cofeguildford.org.uk">peter.harwood@cofeguildford.org.uk</a>	Director of Education Alex Tear ☎ 01483 484900 ✉ <a href="mailto:alex.tear@cofeguildford.org.uk">alex.tear@cofeguildford.org.uk</a>

### Other Useful Numbers (a full list of staff may be found [here](#))

Clergy Appointments Officer Sarah Bolton ☎ 01483 790325 ✉ <a href="mailto:sarah.bolton@cofeguildford.org.uk">sarah.bolton@cofeguildford.org.uk</a>	Bishop of Guildford's Chaplain The Revd Roland Olliff ☎ 01483 590500 ✉ <a href="mailto:roland.olliff@cofeguildford.org.uk">roland.olliff@cofeguildford.org.uk</a>
Head of the Mission Enabler Team The Revd Richard Lloyd ☎ 01483 484908 ✉ <a href="mailto:david.welch@cofeguildford.org.uk">david.welch@cofeguildford.org.uk</a>	PA to the Bishops of Guildford and Dorking Judy Porter ☎ 01483 590500 ✉ <a href="mailto:judy.porter@cofeguildford.org.uk">judy.porter@cofeguildford.org.uk</a>
Head of Property Andrew Johnson ☎ 01483 547862 ✉ <a href="mailto:andrew.johnson@cofeguildford.org.uk">andrew.johnson@cofeguildford.org.uk</a>	Parish Coordination Team Lead Kate Darwent ☎ 01483 790346 ✉ <a href="mailto:parish.coordination@cofeguildford.org.uk">parish.coordination@cofeguildford.org.uk</a>
Interim Head of Communications Ruth Blanco ☎ 01483 790316 ✉ <a href="mailto:comms@cofeguildford.org.uk">comms@cofeguildford.org.uk</a>	Diocesan Safeguarding Advisor Jackie Broadfoot ☎ 07918 559387 ✉ <a href="mailto:jackie.broadfoot@cofeguildford.org.uk">jackie.broadfoot@cofeguildford.org.uk</a>



The Archdeacons' Office

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Version 16: 29 August 2022