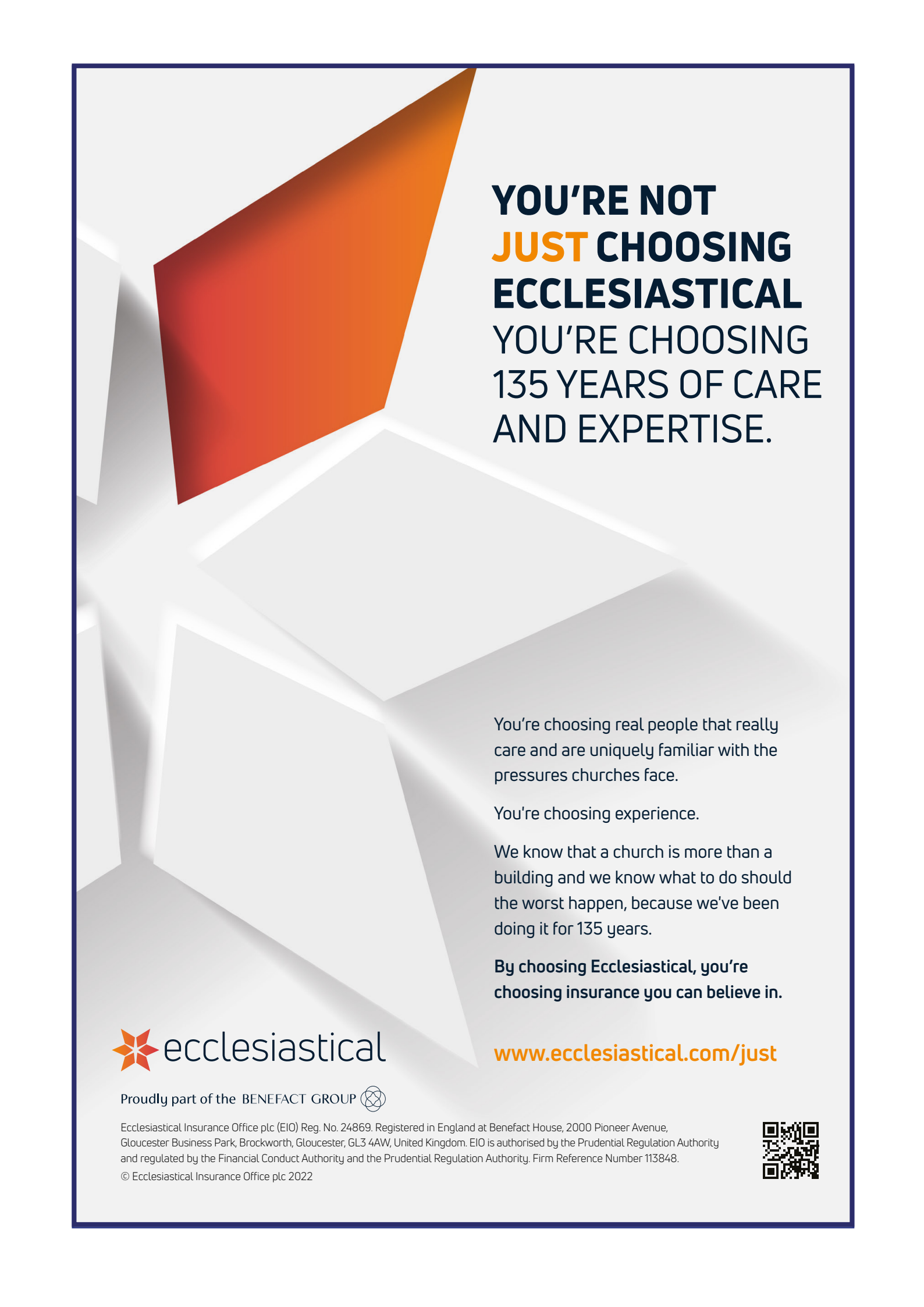




# Church Warden's Handbook





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# Contents



<b>1</b>	<b>From your Archdeacons</b>	
	From the Archdeacons of Surrey & Dorking	5
<b>2</b>	<b>Churchwardens: A Historical Perspective</b>	
	The History of the Office of Churchwarden	6
<b>3</b>	<b>Churchwardens: A National Perspective</b>	
	a. The Admission of Churchwardens in the Church of England	7
	b. The Role of Churchwardens in the Church of England	9
<b>4</b>	<b>Churchwardens: A Guildford Perspective</b>	
	a. Prayerful, Confident Disciples in Daily Life	11
	b. Churchwardens as Strategic Leaders alongside the Incumbent	12
	i. Transforming Church, Transforming Lives	12
	ii. Transforming Church, Transforming Lives Refresh	13
	iii. Resources at the Centre: How Church House Guildford can Help	14
	c. Churchwardens as Operational Leaders alongside the Incumbent	16
	i. Model of Leadership and Governance in the Church of England	16
	ii. Day by Day Leadership and Management	16
	iii. Trustees and Charity Law	17
	iv. Safeguarding	18
	v. Managing People	20
	vi. Finance and Parish Share	22
	vii. Church Buildings, Faculties & Churchyards	24
	viii. Health & Safety	26
	ix. Insurance	28
	x. The Archdeacon's Visitation	30
	d. Pastoral Care of the Clergy: Proactive & Reactive	32
	i. Proactive Care: A Culture of Caring for Clergy	32
	ii. Reactive Care: If your Incumbent is Sick or Unwell	33
<b>5</b>	<b>When the Incumbent Leaves</b>	
	a. The Role of the Churchwarden in Vacancy	34
	b. An Example of an Archdeacon's Newsletter to the Parish	36
<b>6</b>	<b>Appendix</b>	
	a. Useful Resources for Churchwardens	38
	b. Directory of the Bishop's Leadership Team	39

Cover Photograph: Wisley Parish Church is probably the smallest church building in the diocese. It was built in the mid-12th century. Three of the original 12 consecration crosses remain (an unusually large proportion) and there are traces of frescoes. It sits alongside a medieval brick barn, just half a mile from the RHS gardens in Wisley. The archdeacons are grateful to those who have advertised in this handbook and, therefore, helped towards the cost of its production for every churchwarden to receive a copy. Additional copies are available from the archdeacons or from Church House Guildford.



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## 1. From your Archdeacons...

It is a deep privilege to serve alongside such able, gifted and committed churchwardens in the Diocese of Guildford. We are immensely grateful for all that you are and do and value our partnership very much indeed.

In his letter to the church at Corinth, St Paul writes 'Now you are the body of Christ and individually members of it. And God has appointed in the church first apostles, second prophets, third teachers; then deeds of power, then gifts of healing, forms of assistance, forms of leadership, various kinds of tongues. Are all apostles? Are all prophets? Are all teachers? Do all work miracles? Do all possess gifts of healing? Do all speak in tongues? Do all interpret?' (I Corinthians 12: 27-30). Churchwardens are not mentioned in Paul's list. Alas, it was to be at least another 1,000 years before this office emerged! The duties and gifts of churchwardens are, however, implicit in Paul's list. For, whilst the role varies from place to place and person to person, at its heart the office is about a form of leadership and a form of assistance.

The Church of England is clear about the statutory duties of churchwardens. These are listed in the Canons of the Church of England which are reproduced and unpacked a little in Chapter 3. It is heartening to read in this list of duties that they include using 'their best endeavours by example and precept to encourage the parishioners in the practice of true religion and to promote unity and peace among them.' This is perhaps the foundation stone of churchwardening: through the grace of God, and in partnership with the incumbent, churchwardens seek to live out their calling as children of God, followers of Jesus, and agents of the Holy Spirit. Beyond this, there are some specific duties - many of them rooted in their responsibilities as the legal owners of the plate, ornaments and other moveable goods of the church.

The Diocese of Guildford has reflected upon the statutory duties of churchwardens, as set out in the Church of England Canons, and attempted to expand on them in the context of our vision of *Transforming Church, Transforming Lives*. What does it mean to be a transforming churchwarden? First, it means to be a 'growing disciple' and, through the grace of God, to model that in the best way possible. But secondly it means inhabiting a form of leadership that is crucial in the way in which our church is ordered. The churchwardens are the senior lay people in a parish and have an important role in both supporting the incumbent in her/his leadership and representing the people as the parish orders its strategic and operational work through the Parochial Church Council.

That all sounds daunting - but we don't undertake it in our own strength. And that's what makes it a joy. The God who calls you to this task will equip you with all that you need to fulfil it. Part of that equipping will be the support of your incumbent, fellow churchwardens, parishioners and archdeacon. This handbook is for your reference. The contents page should guide you to information that you might find helpful. If it does not contain the information you need, don't hesitate to be in touch. We both look forward to working alongside you in the task of *Transforming Church, Transforming Lives*.

## Martin & Paul

Paul Davies & Martin Breadmore  
Archdeacon of Surrey & Archdeacon of Dorking

## 2. Churchwardens: A Historical Perspective

The office of churchwarden in the Church of England is ancient. It is first mentioned in the twelfth century. Since then, it has evolved and changed shape as the church has developed and grown.

The office began as a form of temporal officer or treasurer on behalf of the parishioners. The first reference is in 1127 when an edict of the Council of London required the the appointment of a churchwarden. In 1341, the Rolls of Parliament describe them as ‘wardens of the goods of the church’. The constitution of Robert Winchelsey (Archbishop of Canterbury 1295-1313) specified that parishioners were responsible for providing furnishings for divine worship in the parish church and compliance with this requirement was the responsibility of the churchwardens.

In the 15th century, the role developed more explicitly to be an officer of the bishop as well as the parishioners. This was expressed largely in a new function which involved the presentment of offenders and the state of the buildings, ornaments, furnishings etc to the bishop on his visitation, thereby replacing the lay juries of presentment, hitherto drawn from parishes (the testes synodales - the remnants of this jury continued to support the churchwardens in their presentments and may have been the origin of the synodsmen or sidesmen). The role of discipline was developed in the Canons of 1571 which state thus:

[Churchwardens] shall ‘warn vintners and victuallers which sell acates, that they receive none into their tavern or alehouse all that time wherein either is preaching or common service. If any do contrary, upon contempt or stubbornness, they shall present both him and then whom he received, personally in the next visitation. If any offend their brethren, either by mainfest adultery or whoredom or incest or drunkenness or much swearing or bawdry or usury or any other uncleanness and wickedness of life, let the churchwardens warn them brotherly and friendly, to amend’.

Also in the Canons of 1571, we see a particular responsibility emerging for the church building. ‘The churchwardens shall see that the churches be diligently and well repaired with lead, tile, lime and glass, that neither the minister nor the people, either in the holy ministry and worshipping of God, or in celebrating the heavenly mysteries, or in receiving and hearing the communion, be troubled with tempestuous weather’. In addition, ‘churchwardens shall see that the churches be kept clean and holy, that they be not loathesome to any, either by dust, sand or any filthiness’.

In the Canons of 1636, we see a role of charity as well as discipline. ‘A chest for alms shall also be provided, with a hole in the upper part thereof, having three keys, one of which shall be kept by the presbyter and the other two put into the custody of two churchwardens... the alms of the keepers of the keys shall either yearly, quartely or oftener, as need requireth, take out of the chest and distribute in the presence of six chief men of the parish, to the most poor within the same’. Some such chests still survive in ancient churches in our diocese. The three keys serve as a picture of the partnership of incumbent and churchwardens.

Much of this was collected together in the Canons of 1874 which listed the duties of churchwardens to be: (i) guardians of the church and churchyard and of the morality and public decency and religion of the parishioners; (ii) providing and keeping in good repair (out of monies entrusted to them for this) things that are necessary for the decent and orderly celebration of the services of the church; (iii) keeping in repair all such seats as in the church are of common right free to all parishioners; (iv) ensuring that reverence and decorum be observed in the church and churchyard; (v) organising bells to be rung according to custom on the occasion of divine service; (vii) taking care that none of the goods of the church shall be illegally used or disposed of and that nothing be brought into or set up in church or churchyard without faculty or lawful authority; and (viii) co-operating with bishops and archdeacons in their visitations.

## 3. Churchwardens: A National Perspective

The admission and duties of churchwardens in the Church of England today are set out in three documents all of which may be read in full online. This section seeks to provide a summary.

- The Canons of the Church of England (especially Section E.1) [www.churchofengland.org/more/policy-and-thinking/canons-church-england/section-e#b94](http://www.churchofengland.org/more/policy-and-thinking/canons-church-england/section-e#b94)
- The Churchwardens Measure 2001 [www.legislation.gov.uk/ukcm/2001/1/contents](http://www.legislation.gov.uk/ukcm/2001/1/contents)
- The Church Representation Rules (as at 1 January 2017) [www.churchofengland.org/about/leadership-and-governance/legal-services/church-representation-rules](http://www.churchofengland.org/about/leadership-and-governance/legal-services/church-representation-rules)

### a) The Admission of Churchwardens in the Church of England

#### Who can be a Churchwarden?

The Churchwardens Measure 2001 states that each parish should choose two baptised persons who:

- are entered on the electoral roll of the parish
- are actual communicants of the church
- are twenty-one years of age or upwards
- are not disqualified from being a churchwarden by section 2 of the act.

They must be prepared to serve and must not be serving as churchwarden in another parish.

#### Who is Disqualified from being a Churchwarden?

The Churchwardens Measure 2001 states that the parish must not choose persons who:

- are disqualified from being a charity trustee under section 72(1) of the Charities Act 1993
- are disqualified from being a charity trustee by an order under section 181A of that Act
- are included in a barred list (Safeguarding Vulnerable Groups Act 2006)
- are convicted of any offence in Schedule 1 of the Children and Young Persons Act 1933
- are disqualified under section 10(6) of the Incumbents (Vacation of Benefices) Measure 1977

In some cases the bishop can grant dispensations. Please speak to your archdeacon for advice. The Measure also states that 'if it appears to the minister of the parish that the election of any particular person nominated might give rise to serious difficulties between the minister and that person in the carrying out of their respective functions the minister may, before the election is conducted, make a statement to the effect that only one churchwarden is to be elected by the meeting. In that event one churchwarden shall be appointed by the minister from among the persons nominated, the name of the person so appointed being announced before the election is conducted, and the other shall then be elected by the meeting.'

#### What is the Process for appointing a Churchwarden?

Churchwardens are elected annually at a meeting of parishioners to be held no later than 30 April. A notice publicising the meeting must be visibly displayed near the principal door of each church in the parish for at least two Sundays before the meeting. Prospective churchwardens must be nominated and seconded in writing by persons entitled to attend the meeting. This includes those on the church electoral roll of the parish, and people resident in the parish whose names are entered on the local government elector's register. This emphasises the fact that churchwardens serve the whole parish and not just those who attend church. Each nomination must include a statement, signed by the person nominated, to the effect that that person is willing to serve as a churchwarden; is not disqualified under any of the criteria listed above, and is willing to comply with the safeguarding policy of the Diocese of Guildford. A nomination shall not be valid unless (a) the nomination paper is received by the incumbent before the meeting; and (b) there is a written letter from the bishop in the case of an otherwise disqualified person.

### What is the Process for Admission of Churchwardens?

A person elected does not become a churchwarden until s/he has made their declaration at the archdeacon's visitation. There are usually six visitations in the Diocese of Guildford (three in each Archdeaconry), normally in June and July. New churchwardens are invited to attend whichever is most convenient for them. Dates are published well in advance of the meeting. If a churchwarden cannot attend the visitation, s/he can make his/her declaration before their incumbent as soon after the visitation as possible.

At the visitation, the churchwarden must:

- Make a declaration that s/he will faithfully and diligently perform the duties of his office;
- Sign a declaration to that effect;
- Sign a declaration that s/he is not disqualified.

A churchwarden continues in office until the appointment of a successor. If no churchwarden is appointed, then the existing churchwarden continues in office until 31st July after which a casual vacancy arises.

### How long do Churchwardens serve for?

Churchwardens must be elected annually and the term is for 12 months. Most churchwardens are re-elected for a term up to six years, after which the Churchwardens Measure states they must not stand for re-election. The measure does, however, provide that 'a meeting may by resolution decide that this section shall not apply in relation to the parish concerned'. The six year rule is, however, embedded in the culture of the Church of England and, for good reason, is usually observed. A churchwarden automatically vacates office if their name is removed from the church electoral roll, their name is not on a new church electoral roll, or they become disqualified.

### Can a Churchwarden Resign?

Of course! If a Churchwarden wishes to resign before the end of their term (which is marked by the admission of a new churchwarden), s/he is requested to give two months written notice to the bishop.

### How do we fill a Casual Vacancy in Churchwardens?

If a casual vacancy occurs mid way through the year, a new churchwarden may be elected by following the exact process described on page 7. A meeting of parishioners must be called (giving two Sundays notice) and an election made. The churchwarden must be admitted to office within three months of the election.

### Must each Parish have two Churchwardens?

There is no legal sanction if a parish does not have the full number, but it is important to ensure a full complement of churchwardens if at all possible. This is because the office can be a significant responsibility, and a single churchwarden acting alone can be placed under an unreasonable burden. It is also unsatisfactory for the parish to be left without cover if a single churchwarden is unable to carry out his or her duties for a time, for example because of illness or unavoidable absence. If the parish fails to produce any candidates for the office, the archdeacon should be alerted. This is potentially a serious situation as it is unsustainable for a parish to be without churchwardens.

### Can we have Deputy Churchwardens?

Of course! Where there are parishes with more than one place of worship, there is provision for the election of one or two deputy churchwardens. It may also provide for them to be ex-officio members of PCC. However, deputy churchwardens are not the bishop's officer and they do not have the same legal status as churchwardens – they purely exercise functions designated to them. They will be elected in the same way as churchwardens. Assistant churchwardens and those designated deputy churchwardens in places not covered above do not have legal status and therefore need not be subject to election to these posts and have no right to be on PCC.



## b) The Role of Churchwardens in the Church of England

The churchwardens when admitted are officers of the bishop. They shall discharge such duties as are by law and custom assigned to them; they shall be foremost in representing the laity and in co-operating with the incumbent; they shall use their best endeavours by example and precept to encourage the parishioners in the practice of true religion and to promote unity and peace among them. They shall also maintain order and decency in the church and churchyard, especially during the time of divine service. In the churchwardens is vested the property in the plate, ornaments, and other movable goods of the church, and they shall keep an inventory thereof which they shall revise from time to time as occasion may require. On going out of office they shall duly deliver to their successors any goods of the church remaining in their hands together with the said inventory, which shall be checked by their successors.

The Canons of the Church of England  
Section E.1 Of Churchwardens 4 & 5

### The churchwardens when admitted are officers of the Bishop

When the archdeacon admits you as a churchwarden, s/he is formally appointing you to this office on behalf of the bishop. The bishop may want to consult with you about the parish during the year, and you may need to consult with him. If you need to resign in the course of the year, it is the bishop you write to!

### They shall discharge such duties as are by law and custom assigned to them

The legal duties of churchwardens include such tasks as outlined in section 5 of the Care of Church and Ecclesiastical Jurisdiction Measure 1991 in relation to the church building, land and articles belonging to it. The customary duties are the roles that churchwardens usually inhabit in the local context.

### They shall be foremost in representing the laity

Lay people will often follow the example and lead of their churchwardens both in the PCC and more generally in the parish. They will sometimes come to a churchwarden with concerns about the church. It is a churchwarden's role to represent these to the incumbent or area dean in the most helpful way.

### And in co-operating with the Incumbent

This is a key relationship. The incumbent and churchwardens need to work as a close leadership team, sharing gifts and supporting each other. Clergy look to their churchwardens to be dependable, loyal and supportive colleagues (and hopefully friends) for the building up of the church and kingdom.

### They shall use their best endeavours to encourage the parishioners in the practice of true religion

As the senior lay people in a parish, churchwardens are to be an 'example and precept'. This can only be undertaken through the grace of God and, therefore, needs prayer, reading of Scripture and regular worship with the church which is in itself an example to fellow members of the church.

### And to promote peace amongst them

A leadership role requires wisdom, diplomacy and pastoral sensitivity. Experience teaches us that conflict can easily arise out of misunderstanding. Churchwardens need to understand different perspectives, and help people within the church to love each other and, where necessary, disagree well.

### They shall also maintain order and decency in the church and churchyard

This is a role of oversight of the buildings which is usually shared with other members of the PCC and parishioners. The state of the buildings and churchyard give a powerful message to the local community and visitors about the care and health of the local church community.

### Especially during the time of divine service

Churchwardens are often assisted in their roles of welcoming people to church and organising the non-liturgical parts of church life by sidespeople. Involving people in this ministry is not only a great help to churchwardens but also releases other people's gifts in welcome, hospitality and service.

In the Churchwardens is vested the property in the plate, ornaments, and other movable goods of the church. In the same way as the church building is in the legal ownership of the incumbent, the plate, ornaments and other movable goods of the church are in the legal ownership of the churchwardens - although, of course, they may not sell or dispose of any item without a faculty.

### And they shall keep an inventory thereof which they shall revise from time to time

The inventory is an important document which lists all the plate, ornaments and other movable goods of the church. It should be kept updated with a log book, noting any alterations. The terrier is a record of land and buildings. These should be inspected by the archdeacon at each visitation of the parish.

### On going out of office they shall duly deliver to their successors any goods of the church remaining in their hands together with the said inventory, which shall be checked by their successors

A good handover to successors enables them to understand and inhabit the role well. It is helpful if administration is in good order (often electronically these days). The end of your tenure is a good opportunity to make sure everything (such as the church property register and log book) is fully up to date.



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Moyo & McAteer Consulting Engineers are involved in contemporary new build design as well as dedicated to the sensitive appraisal and sympathetic repair of historic buildings. Our director, Justin McAteer, has significant experience in conservation engineering, having previously been involved in projects at the Tower of London and the Royal Hospital Chelsea. He is also a SPAB Lethaby Scholar. The image to the left was taken at one of our recent repair projects at St. Peter's Church, Dyrham.

[www.moyoandmcateer.com](http://www.moyoandmcateer.com)

[info@moyoandmcateer.com](mailto:info@moyoandmcateer.com)

## 4. Churchwardens: A Guildford Perspective

As senior leaders in churches, there can be no aspect more important in the ministry of a churchwarden than, together with the incumbent and PCC, modelling prayerful, confident discipleship in daily life.

### a. Churchwardens as Prayerful, Confident Disciples in Daily Life

#### People of Prayer

'Rejoice always, pray without ceasing, give thanks in all circumstances; for this is the will of God in Christ Jesus for you' (1 Thessalonians 5:17-18). As leaders in the church, churchwardens need to be rooted in prayer. It is through disciplined and regular prayer that we are enabled to be channels of God's love, grace and hope in our churches, but are also enabled to fulfil the role not in our own strength but in the power of Him who equips and sustains us. The first commitment that a churchwarden must make, therefore, is to be a person of prayer. This involves setting aside a short time each day for prayer, and praying for your incumbent, PCC and church. It can also be a good idea to ask a friend or member of the church to commit themselves to pray for you in your role as churchwarden. Be aware of the resources available within the diocese and Church of England that can help you.

The Diocesan Calendar of Prayer is available at

[www.cofeguildford.org.uk/life/calendar-of-prayer](http://www.cofeguildford.org.uk/life/calendar-of-prayer)

The Church of England's Daily Prayer is downloadable as an app on your smart phone or is online at

[www.churchofengland.org/prayer-and-worship/join-us-daily-prayer](http://www.churchofengland.org/prayer-and-worship/join-us-daily-prayer)

#### People of Confidence

'Now faith is the assurance of things hoped for, the convictions of things not seen' (Hebrews 11:1). Bishop Andrew reminds us that our English word 'confidence' comes from the Latin 'con fides', 'with faith'; and in the Letter to the Hebrews the themes of confidence, faith and hope are all drawn together in response to the increasingly choppy waters faced by the letter's first readers. Experienced churchwardens will know what choppy waters look and feel like - although hopefully not too often! Faith looks to heaven, and trusts God for everything. Hope looks to the future, and trusts God for everything. The second commitment that a churchwarden must make, therefore, is to set aside a short time each day to read from Scripture. It can be helpful to follow a reading plan or lectionary - or download the app [www.bibleinoneyear.org](http://www.bibleinoneyear.org). Your reading of Scripture will help you to grow in confidence and be inspired to step out in faith.

#### People of Discipleship in Daily Life.

'And whatever you do, in word or deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through him' (Colossians 3:17). Rooting our lives in prayer and in the word of God, enables us to offer everything we do as praise and worship. That begins with our regular worship in church. But it goes on beyond that. Like every ministry, there will be some elements of the churchwarden's role that you will enjoy more than others, but seeing everything as an act of worship, thanksgiving and an opportunity to serve God and others, enables it to be a way in which we can inhabit discipleship in daily life. The third commitment that a churchwarden must make, therefore is to worship regularly with the church (and perhaps attend different services from time to time to encourage the whole church) and to learn to see everything (including the mundane jobs!) as an opportunity for worship.

Please commit yourself intentionally to these three aspects of discipline. If the leadership can't model at least an attempt at being prayerful, confident disciples, then the task of encouraging others will become almost impossible. Do encourage your PCCs in modelling this well too.

## b. Churchwardens as Strategic Leaders alongside the Incumbent

Many years ago, Ron Wood (a former incumbent of this diocese) provided a cartoon for the *Church Times* of a newly installed vicar preaching on his first Sunday in the parish. Underneath the illustration of an animated and excited priest, a caption read 'our new vicar spoke about his vision for the kingdom of God in the parish, and the state of the church hall hoover!'. Put simply, strategic leadership concerns our vision for the kingdom of God, whilst operational leadership concerns the church hall hoover!

A vision for the kingdom of God is, of course, provided for us. Indeed, it's not our vision, but God's. Ultimately, it's a vision of his new creation which was inaugurated in the birth, life, death and resurrection of Jesus Christ. The challenge of the local church is to discern the specific ways in which we discern God is inviting us to play a part. Sometimes, we fall into the trap of feeling that it's our responsibility to ensure that everything happens on our watch. That's poor theology and a sure recipe for burnout! Discerning a vision for what our focus might be is as much about what we might not do, as what our priorities might be. Vision and discernment happens primarily at the level of the local church. We are, however, part of a larger family of the Diocese of Guildford. Over the past seven years, our diocese has been on a journey of discerning its own vision - a vision which might bind us together as a family, and into which the individual visions of each parish might sit.

### i) Transforming Church, Transforming Lives

Soon after his arrival in 2016, Bishop Andrew initiated a process of listening to God, involving as many people as possible from the diocese, in seeking a new vision for the Diocese of Guildford. More than 1,500 people took part through prayer, deanery meetings, and a unique diocesan online survey. The result was *Transforming Church, Transforming Lives* - a vision of individuals and church communities responding to the transforming work of God's Spirit, and becoming channels of God's transformation in the world around them: 'God - Father, Son and Holy Spirit - is in the business of transforming individuals and communities and we have the joyful privilege of joining in'.

This strategy isn't intended to add to the workload of hard-pressed clergy or churchwardens, nor is it advanced as a magic solution. However, *Transforming Church, Transforming Lives* does start with the conviction that God is still at work in the world He loves so much, and that it is entirely possible to reverse the narrative of a slowly declining and ageing church through prayer and godly action. Our vision is of growing churches, schools and chaplaincies making a growing impact, bringing fruitfulness, fulfilment and transformation in their wake. Its ethos is to create partnership, honesty, and mutual accountability; ensuring that the church is a safe space for all, including the vulnerable. It has three main commitments:

1. A set of 12 transformational goals, which we all seek to fulfil together.
2. An expectation that every parish will pray over its mission priorities in the light of those goals, and produce a church development plan which will be well-owned and regularly reviewed.
3. The provision of resources at the centre, including support, training, mentoring, prayer resources and grant funding through a newly established Growth Fund.

We have achieved so much since the vision was originally discerned:

- More than a hundred new worshipping communities have developed within our parishes.
- We have played our part in a remarkable 40% increase across the nation of men and women offering themselves for primary leadership in the church.
- In 2019 we recorded our first growth for a decade in the number of adults (up 2.5%) and children (up 10%) worshipping in our churches during an average week.

## ii) Transforming Church, Transforming Lives : Refresh

Covid-19 changed our world beyond anything we could imagine. It's still too early to measure what that impact will prove to be in the longer term. However, in 2021, to help uncover the immediate issues and opportunities for our church and school life, the focus for diocesan ministry and mission was again researched through a wide-ranging consultation and prayer. Following that second prayerful listening exercise, and mindful of the National Church's new focus of 'Humbler, Simpler, Bolder', we have opted for three priorities that refresh and evolve our original vision. These are:



**Growing Disciples** which brings together:

- Encountering God through worship, prayer, retreat and learning.
- Everyday Faith – sharing and expressing our faith in daily life, and exploring vocation.
- Meeting with our Church family contexts for Christian encouragement, friendship and support.

**Growing Diversity** which will mean:

increasing the amount of younger people, and also growing our diversity in every way to ensure we better reflect the communities we serve. It means continuing the great work our schools are doing. It means having the courage to experiment with new ways of being Church, physically and digitally.

**Growing Community** which builds on:

the community partnerships of our parishes, chaplaincies, and schools – many of which were developed during the pandemic. It also draws in the critical work across our communities to care for the Earth and reduce carbon emissions.

We are clear that:

- Transformation remains at the heart of our focus, and so the vision of a *Transforming Church, Transforming Lives* should remain.
- Our diocesan strategy needs to resonate on the ground with our parishes, schools and chaplaincies.
- We remain committed to creating a diocesan framework rather than a blueprint, i.e. encouraging all parishes to ask the same questions, whilst not expecting them to come up with the same answers.

In renewing our commitment to a 'Transforming Church, Transforming Lives', our vision is of a diverse, growing, intergenerational and safe church at the heart of each community, working alongside our chaplaincies and schools in living and proclaiming the Good News of God in Jesus Christ'.



Listen to Bishop Andrew speak about *Transforming Church, Transforming Lives Refresh* on a video which can be accessed via the diocesan website at [www.cofeguildford.org.uk/making-disciples/transforming-church-transforming-lives](http://www.cofeguildford.org.uk/making-disciples/transforming-church-transforming-lives).

Or click [here](#).

### iii) Resources in the Centre: How Church House Guildford can Help

- Parish Needs Process (PNP)

The PNP focuses on a listening process, whereby we are seeking to listen to God, through all aspects of a parish - the church, the schools and the wider community. What this looks like will vary from parish to parish, which will each be visited in turn on a deanery by deanery basis. The goal of the PNP is to support parishes as they listen and identify their top priorities for mission and growth, which will form the heart of their church development plan. The mission enabler team, with its range of specialisms, will then work with each parish to help them confirm and implement their plans. It is being phased in between 2021 and 2023. The PNP is overseen by two teams: the Mission Enabler Team, which meets with parishes, helps them identify their priorities and form their church development plans and then works with them as they implement them; and the Parish Co-ordination Team, which co-ordinates the process.

You can learn more about the PNP through two short videos which you will find on the diocesan website at: [www.cofeguildford.org.uk/making-disciples/making-disciples/parish-needs-process](http://www.cofeguildford.org.uk/making-disciples/making-disciples/parish-needs-process)



Click [here](#) to watch a video about the process



Click [here](#) to hear an incumbent talk about it.

The meetings offered through the Parish Needs Process are:

- » *A deanery strategy day* – an opportunity to bring a group of people from the parish together to consider priorities for a new church development plan, or if one is already in place, any changes that might need to be made to it. This meeting is optional but is open to all that wish to attend.
- » *An initial meeting with a mission enabler* – an opportunity for an incumbent to talk through their vision and priorities for the next few years. This is a key part of the PNP.
- » *A follow up meeting with a mission enabler* – an opportunity for an incumbent and their churchwardens and/or leadership team to meet with a mission enabler to get into more of the detail of the plan. If there is a specific ministry area that the parish wishes to discuss we can arrange a specific mission enabler to attend. This meeting is optional but the majority of parishes take it up.
- » *An archdeacon's visitation* – In addition to the statutory inspection, the archdeacon will spend most of the visitation discussing the church development plan with the parish and, in particular, talking about the help that the parish would appreciate in working on the plan.

The PNP is a cycle that repeats every two years – and we are revisiting each parish regularly to see how things are going, and to listen again to God. We know that God is often on the move, and we want the process to reflect this, and the way that parishes and contexts vary too. This means that plans evolve and change over the course of the two year cycle.

- Revitalisation Project (RP)

This project seeks to create healthy, viable parish churches across the piece, whether through pastoral reorganisation or revitalisation projects. It tends to be focussed on situations where there are particular financial challenges, though its underlying concern is one of mission.

- Diocesan Board of Education (DBE)

The Diocesan Board of Education is responsible for all our church schools, and in particular the ambition to develop closer relationship between our churches and church schools. It is served by the Education Team at Church House Guildford, led by the Diocesan Director of Education.

- Diocesan Endowment Fund (DEF)

The Bishop's Council has given its blessing to the development of a diocesan endowment fund to make the best kingdom use of our diocesan assets. As a diocese that has no historic reserves, this fund will enable us to invest in mission across the diocese in pump priming projects and supporting ministry in poorer areas.

- Diocesan Training Plan (DTP)

A training plan ensures that those in leadership (lay and ordained) are properly equipped and trained for mission and ministry. This is being facilitated by our training lead. Much of our training is in house, provided by our Local Ministry Programme (LMP) working alongside our many gifted leaders across the diocese.

- Eight New Core Strategies

Our eight new strategies seek to shape the activities of Church House Guildford and help answer the 'how' question: how do we intend to grow disciples, grow diversity and grow community so as to live out the vision of a *Transforming Church, Transforming Lives* in a safe way which respects each person as a child of God.

- » *Evangelism and discipleship*: Building on our primary task of 'growing disciples' through the Parish Needs Process this will encourage 'every parish, chaplaincy, and church school to develop an appropriate plan for making prayerful, confident disciples in daily life, who naturally share their faith.
- » *Mixed ecology*: Supporting and enabling 'growing disciples' we plan to encourage every church to consider what a new worshipping community might look like in their context.
- » *Children and youth*: Recognising the critical need to draw children and young people into Christian discipleship, and receive what they have to offer, we are committed to resourcing this area in the life of our churches, along with developing holistic partnerships between our churches, schools and households.
- » *Church vocations*: Recognising that all followers of Jesus have a vocation, we are seeking to develop a culture of vocation (in its broadest sense) across our parishes, while significantly increasing the number of church leaders, both lay and ordained.
- » *Community transformation*: Relationships between churches and the communities they serve have changed over the pandemic, and in many cases have strengthened. In this strategy we are seeking to live out the vision of a *Transforming Church, Transforming Lives* in a holistic sense, working for mutual flourishing and the common good.
- » *Racial diversity*: Our Racial Justice Focus Group grew out of the 2020 Black Lives Matter movement and the 'From Lament to Action' Report. In this strategy we seek to promote greater racial diversity within the diocese and its leadership and to ensure that people from all racial backgrounds are enabled to fulfil their potential within the Body of Christ.
- » *Online ministry*: The pandemic catapulted many churches into online ministry, from full-blown online services to Zoom Alpha courses to the rapidly increasing deployment of social media. Whilst wishing to return to more normal social interactions, this strategy looks at how we might build on our online engagement in the future, given the accessibility, flexibility, choice and interactivity it has created.
- » *Carbon net-zero*: The General Synod of February 2020 set the church the task of reaching carbon net-zero by 2030. A working group has since been set up to lead on fulfilling this ambition within the diocese, which includes 159 parishes, a cathedral, 220 centrally-owned houses, staff offices and 86 church schools.

## c. Churchwardens as Operational Leaders alongside the Incumbent

### i) Model of Leadership and Governance in the Church of England

Leadership and governance in the Church of England follows a ‘bishop in synod’ model at every level. This recognises the particular gift that God gives to leaders but also that leadership should always be exercised in collaboration. Just as in the diocese, the bishop (supported by their leadership team) exercises their leadership in the context of the diocesan synod, and in the deanery, the area dean (supported by the lay chair and their leadership team) exercises their leadership in the context of deanery synod, so in the parish, the incumbent (supported by churchwardens) exercises their leadership in the context of the parochial church council (PCC).

Level	Leader	Synod Standing Committee	Synod
The Diocese	Bishop Supported by the Bishop's Leadership Team	Bishop's Council Made up of 20 elected clergy & lay people from the Diocesan Synod	Diocesan Synod Made up of 20 elected clergy & lay people from the Diocese
The Deanery	Area Dean Supported by the Lay Chair	Deanery Leadership Team Comprising 10 elected clergy & laity from the Deanery Synod	Deanery Synod Made up of 50 elected clergy & lay people from the Deanery
The Parish	Incumbent Supported by Churchwardens	PCC Standing Committee Comprising c6 people from the Parochial Church Council	Parochial Church Council Made up of elected lay people from the Parish

### ii) Day by Day Leadership and Management

The churchwarden's role of supporting the incumbent in the day by day operational leadership, government and management of the church cannot be underestimated. The following are just some ways in which we suggest that you might be supportive:

- Be an encourager of your incumbent. The responsibility of leadership can be demanding and lonely. Take time to affirm them, thank them and celebrate those things that are going well in the parish.
- Don't be hesitant in offering wisdom and advice to your incumbent. Often a churchwarden will have lived or worshipped in the parish for longer than an incumbent and will have valuable perspectives.
- Be the eyes and ears of your incumbent. Part of your role is to be 'foremost in representing lay people' Feedback to the incumbent both the positive and negative conversations happening in the church.
- Ensure that significant decisions are brought to PCC. It's sometimes tempting to process decisions without the hassle - but it can lead to greater conflict if there's an absence of communication or buy-in.
- When you face challenges or are uncertain about an issue, use the gifts and expertise on the PCC or in the wider church. If you are stuck, contact Parish Co-ordination who will be able to signpost help.
- Be clear about those issues which are confidential. Leadership of churches often deals with sensitive pastoral situations which need to maintain a strict confidentiality around them.
- Know where you can be flexible and where you can't. Safeguarding is an area where a policy can never be compromised. There are also some statutory legal requirements that can't be compromised.
- Ensure that the operational load is carried well. Sometimes, deputy churchwardens are a great idea to share the responsibility and carefully thought through, can provide for succession planning too.



### iii) Trustees and Charity Law

Parochial church councils (PCCs) are charities established by the Parochial Church Councils (Powers) Measure 1956, which sets out the purpose of the PCC as 'promoting in the parish the whole mission of the church'. The rest of the PCC's 'constitution' is the Church Representation Rules (set out in Schedule 3 to the Synodical Government Measure 1969). As the annual income of most PCCs will be over £100,000 they should be registered on the Charity Commission website – but even if your charity is exempt or excepted from registration, it is still obliged to follow charity law. As trustees, churchwardens and PCCs need to be mindful of the Charity Commission's six core principles:

1. Ensure your charity is carrying out its purposes for the public benefit.  
This is about ensuring that your church is carrying out the mission for which it exists and being clear that money is being spent for public benefit.
2. Comply with your charity's governing document and the law.  
In the case of your church, this refers to the PCC Measure, the Church Representation Rules (downloadable from the Church of England website) and the wider law. The latter refers to church law, charity law and the range of other laws which include health and safety, safeguarding and employment law. You should ensure that your details on the charity register (and Companies House register) are up to date and all accounts and returns are filed on time (this duty does not expect every trustee to be an expert but does expect trustees to take reasonable steps to be well informed).
3. Act in your charity's best interests.  
This means making sure that you always act for the church and not any conflicting interest (ie a connected school). You must be prepared to question and challenge, accept majority decisions and act to ensure that the charity is making a difference and not to preserve it for its own sake.
4. Manage your charity's resources responsibly.  
This means following proper procedures to ensure affordability, proper investment, value and security against theft. Church law expects an inventory and quinquennial inspection as part of this duty.
5. Act with reasonable care and skill.  
This means trustees need to use their skills and experience in administering the charity and decide when advice is needed. They need to prepare well for meetings and actively review financial management and information (not just accept reports). They need to be prepared in case something goes wrong (contingency planning) and have adequate policies in place (and kept under review) including for safeguarding, conflicts of interest, expenses etc.
6. Ensure your charity is accountable.  
Accountability is to the law, the parish and the wider purposes and public benefit of the charity. Decision making is always collective (vicar or churchwardens do not always know best!). Whilst the PCC Measure requires 'cooperation' with the Incumbent, all votes carry the same weight. If you do not feel that you have sufficient information on which to base a decision or assess whether action has been taken properly, then you are entitled to ask for more information.

More information from:

[www.gov.uk/guidance/charity-trustee-whats-involved](http://www.gov.uk/guidance/charity-trustee-whats-involved)

[www.lawandreligionuk.com/2016/10/17/pccs-and-charitable-status](http://www.lawandreligionuk.com/2016/10/17/pccs-and-charitable-status)

#### iv) Safeguarding

At the service of ordination, the bishop exhorts new priests to ‘remember always with thanksgiving that the treasure now to be entrusted to you is Christ’s own flock, bought by the shedding of his blood on the cross. It is to him that you will render account for your stewardship of people.’ In the gospels, Jesus expresses a particular concern for the vulnerable. Safeguarding is a foundation stone of the way in which the church seeks to love, care for and protect all God’s people - especially children, young people and vulnerable adults. It is the responsibility of the whole church and everyone who participates in the life of the church has a role to play in promoting a safer church for all. As a churchwarden, it is imperative that you model good safeguarding practice. You also have particular responsibilities and duties which are set out below.

##### Safeguarding Responsibilities of the Churchwarden.

The principles of safeguarding in a parish church context are set out in [www.churchofengland.org/sites/default/files/2017-11/cofe-policy-statement.pdf](http://www.churchofengland.org/sites/default/files/2017-11/cofe-policy-statement.pdf) and safeguarding practice guidance approved by the House of Bishops which you can access via the [Church of England](http://www.churchofengland.org) website. Churchwardens, along with the PCC and incumbents, are required to implement best safeguarding practice and discharge their safeguarding responsibilities as a churchwarden and trustee. You will find the specific safeguarding responsibilities of churchwardens set out in The Safeguarding Responsibilities of PCC and Incumbent (<https://www.cofeguildford.org.uk/docs/default-source/about/administration/safeguarding-inclusion/safeguarding/safeguarding-responsibilities-of-the-pcc-and-incumbent-2022.pdf>) It is also worth noting that, as trustees of a charity, churchwardens are eligible for DBS check at an enhanced level if the parish sponsors or approves activities with are specifically for children and vulnerable adults. Indeed, this is strongly recommended by the Charity Commission and is a specific recommendation from a recent (2022) lessons identified review in the Diocese of Guildford.

In summary, these responsibilities require churchwardens, in co-operation with the incumbent, the PCC and the parish safeguarding officer (PSO) to:

- Lead on safeguarding in the parish - ensuring that the safeguarding policy is annually adopted, implemented and monitored.
- Ensure that, in compliance with the Charity Commission, a safeguarding action plan is completed (which is best done by using the parish dashboard).
- Own and be both responsible and accountable for the specific needs of children and adults who may be vulnerable when undertaking routine health and safety inspections and risk assessments.
- Ensure that risk assessments are carried out before new activities are undertaken (regular and one-off)
- ensure that all parish activities are adequately insured.
- Receive complaints and grievances, and ensure that the parish has procedures for responding to them.
- Ensure that the guidelines for activities with children and adults who may be vulnerable are followed in all parish activities.
- Ensure that safeguarding requirements are included in all booking arrangements with organisations and individuals.
- Answer questions regarding safeguarding as they arise in the archdeacon’s articles of enquiry and parish visitations, and address specific advice which may be given.

The Safeguarding Team at Church House Guildford are there to offer you advice and support on any safeguarding concern, aspects of policy and training and to equip you to discharge your safeguarding responsibilities. Please see the safeguarding training pages on the diocesan website which clearly outline the mandated training requirements of churchwardens and the details on how to book

<https://www.cofeguildford.org.uk/about/safeguarding/safeguarding-training>

## Church Hire

Our church premises are a wonderful asset and a positive way to engage with and serve the community and to generate income for the church. There are, however, specific safeguarding considerations to address for regular hirers' use to ensure that the premises are safe for use and used safely.

If the activity is church sponsored, the PCC is responsible for ensuring that the activity is safe, inclusive, risk assessed, insured and that the staff/volunteers are safely recruited, supervised and supported. If the activity is not church sponsored the PCC is responsible for ensuring that the premises are safe to hire by that group. Regular hirers must complete a booking hire form which must include a safeguarding provision. You can access a template for that provision in the resources section of the website at [www.cofeguildford.org.uk/about/safeguarding-inclusion/safeguarding-resources](http://www.cofeguildford.org.uk/about/safeguarding-inclusion/safeguarding-resources)

Churches often hire premises to groups where confidentiality is important. In that case you, along with your PCC, should give careful consideration before hiring the premises to other users at the same time. There may also be safeguarding factors to consider where hire groups share facilities and access. This includes complying with safer recruitment practice and the group leaders should also do a risk assessment and address insurance. It is also good practice to ensure that that all hirers are informed what to do in the event of a safeguarding concern. This may include providing a copy of the safeguarding poster edited with the contact details for your parish.

## Vacancy in the Parish

During a vacancy the churchwarden assumes the legal safeguarding accountability of the incumbent (with the support of the area dean). The incumbent hands over their safeguarding responsibilities, which are set out in section 3.1 of the Roles and Responsibilities Practice Guidance 2017.

In the Diocese of Guildford there is handover protocol on all occasions when there is a vacancy or period of absence within the parish e.g. long-term sickness or extended ministerial development leave (EMDL). This is to ensure that all safeguarding information is managed well and appropriate support identified. The diocesan safeguarding advisor (DSA) will arrange a meeting with churchwardens and parish safeguarding officer (PSO) to identify responsibility for case management at a parish level, supported by the area dean and archdeacon.

## Other Safeguarding Matters

The Guildford diocesan website contains a large number of safeguarding resources from local protocols to safer recruitment forms, risk assessment forms, lone working protocols as well as links to the national church templates and other resources. You will also find guidance regarding processes to report a safeguarding concern or incident. It is important that you check that a safeguarding poster is displayed in all your buildings so that this information is made known in the churches. The 'who is our safeguarding officer' posters are available on [www.cofeguildford.org.uk/about/safeguarding-inclusion/reporting](http://www.cofeguildford.org.uk/about/safeguarding-inclusion/reporting) The safeguarding section may be found at [www.cofeguildford.org.uk/about/safeguarding-inclusion](http://www.cofeguildford.org.uk/about/safeguarding-inclusion)

## Help and Guidance

The Safeguarding Team at Church House Guildford are always very pleased to help or support you in any matter or query that you may have. They are:

Jane Huttly (Acting Head of Safeguarding) ☎ 07552 530355 ✉ [jane.huttly@cofeguildford.org.uk](mailto:jane.huttly@cofeguildford.org.uk)

Jackie Broadfoot (Safeguarding Advisor) ☎ 07918 559387 ✉ [jackie.broadfoot@cofeguildford.org.uk](mailto:jackie.broadfoot@cofeguildford.org.uk)

Fran Pyatt (Safeguarding Trainer) ☎ 01483 790302 ✉ [fran.pyatt@cofeguildford.org.uk](mailto:fran.pyatt@cofeguildford.org.uk)

Julie Gadsby (DBS & S/guarding Co-ordinator) ☎ 01483 790354 ✉ [julie.gadsby@cofeguildford.org.uk](mailto:julie.gadsby@cofeguildford.org.uk)

Natasha Macmillan (Caseworker) ☎ 07918 559403 ✉ [natasha.mcmillan@cofeguildford.org.uk](mailto:natasha.mcmillan@cofeguildford.org.uk)

## v) Managing People

In his letter to Titus, St Paul writes ‘Since an overseer manages God’s household, he must be blameless—not overbearing, not quick-tempered, not given to drunkenness, not violent, not pursuing dishonest gain. Rather, he must be hospitable, one who loves what is good, who is self-controlled, upright, holy and disciplined’ (Titus 1:7-8). St Paul gives clear messages about the qualities and values needed in a person who oversees others within the church, but does not provide guidelines about how they best be managed!

The Human Resources Team at Church House Guildford have compiled an excellent HR Toolkit which can be downloaded from the diocesan website [www.cofeguildford.org.uk/docs/default-source/about/Administration/hr/hr-toolkit.pdf?sfvrsn=2](http://www.cofeguildford.org.uk/docs/default-source/about/Administration/hr/hr-toolkit.pdf?sfvrsn=2). The purpose of the toolkit is to help incumbents, churchwardens and PCCs to manage people well – both employees and volunteers. It provides guidance notes and templates on most stages of the employee and volunteer life cycle – including recruitment, induction, training and development and leaving our parishes or communities. The documents are for you to use and to adapt to suit your parish. They are not intended to replace good practices and documentation that you already have in your parish. The toolkit covers three areas: recruitment, management and training.

### Recruitment of People

We know that getting the right people into the right places is a key task of church leaders. Before beginning a recruitment process, there are lots of considerations that need to be made. Be clear about who is responsible for the recruitment process and that everyone involved is made aware of the legislation involved (e.g. the Equality Act 2010). You must comply with the Safer Recruiting Practice Guidance which can be found on the diocesan website. Please note that this practice guidance applies to all recruitment – including paid employees, volunteers and interns. If it is a paid position, you need to ensure that you have an agreed budget for the remuneration package, including salary and any other benefits that you provide, and the employer costs for pension and National Insurance. It is also highly advisable to specify at this stage who will supervise and manage the role. The HR Toolkit will advise you on each stage of recruitment



Some things to be aware of:

The appointment of organists and directors of music is covered by canon law (Canon B20). In terms of remuneration, there has been a tradition of describing payment to the organist as an honorarium. However, a true honorarium is a ‘one-off’ payment after the event to say thank you to someone - it is not usually pre-determined. Therefore, paying a regular sum of money each week or month (even when it is topped up occasionally with separate payments for weddings, funerals etc) is likely to be regarded as a ‘salary’. Recent employment tribunal case law suggest that most, if not all, organists are employees, so it is generally safest to establish an employment contract between a musician and the PCC.

There are a number of people working across the diocese who are sometimes referred to as ‘interns’ or ‘ministry experience volunteers’. They are frequently working in order to gain ministry experience, with a view to discerning possible future ministry in the church. The status of ‘intern’ has no basis in employment legislation and the term can be misleading. Please see the ministry experience volunteers document for guidance on bringing on board those who are voluntary workers.



## Management of People

The management of people section of the HR Toolkit guides you through four stages:

- **Induction:** a checklist provides guidance on what to include in an induction. This starts with contacting the new employee ahead of their start to let them know what happens on the first day. An effective induction includes providing an overview of the parish, meeting the team, going through key topics such as health and safety, providing an overview of key policies and procedures, talking through their job and managing expectations etc.
- **Starting well:** bringing new staff up-to-speed on key policies, processes and procedures is critical to ensure that they are aware of how things operate in the parish and what is expected of them. A staff handbook is a good reference point and contains a wide range of information. The HR Toolkit provides a sample handbook. You may wish to give an overview of the appraisal process at this early stage, and also take the opportunity to agree some initial goals and objectives.
- **Working together:** this includes two elements. First, the well-being of employees. This is an all-encompassing term which covers a wide range of ideas and facilities that are centred on the well-being of your staff. Secondly, it includes managing performance. This starts with you and your employees agreeing a set of goals or objectives. It's important that each employee can see how his or her individual goals and objectives fit into the overall direction and mission of the parish.
- **Managing people through challenging times:** there are some aspects of managing employees that are particularly challenging, such as extended absence through illness or managing performance and capability. In these situations, you may need to take specialist advice. You are always welcome to contact the HR team at Church House Guildford as a starting point.

In addition to this guidance, the HR Toolkit provides templates for an induction checklist, new employee form, staff handbook, appraisal form, appraisal guidance for managers, appraisal guidance for employees, regular employee and line manager meetings, return to work interview, performance improvement plan and disciplinary procedure checklist.

## Training and Development of People

This section of the HR Toolkit reminds us of the importance of training and developing our people to enable them to grow spiritually, to be fully equipped to perform well and to feel fulfilled in their role. It looks at growth in three areas:

- **Growth in their relationship with God:** it considers how this can be encouraged, particularly through a personal retreat for up to two days a year - for which staff should receive full pay.
- **Growth in relationships with the rest of the staff team:** it emphasises the importance of staff meeting together for prayer and regular support.
- **Growth in effective use of gifts:** this is about identifying and growing an individuals' gifts and skills. The annual appraisal can be a good opportunity to identify what skills need to be developed and how.

In addition, the HR Toolkit looks at building skills and competence through:

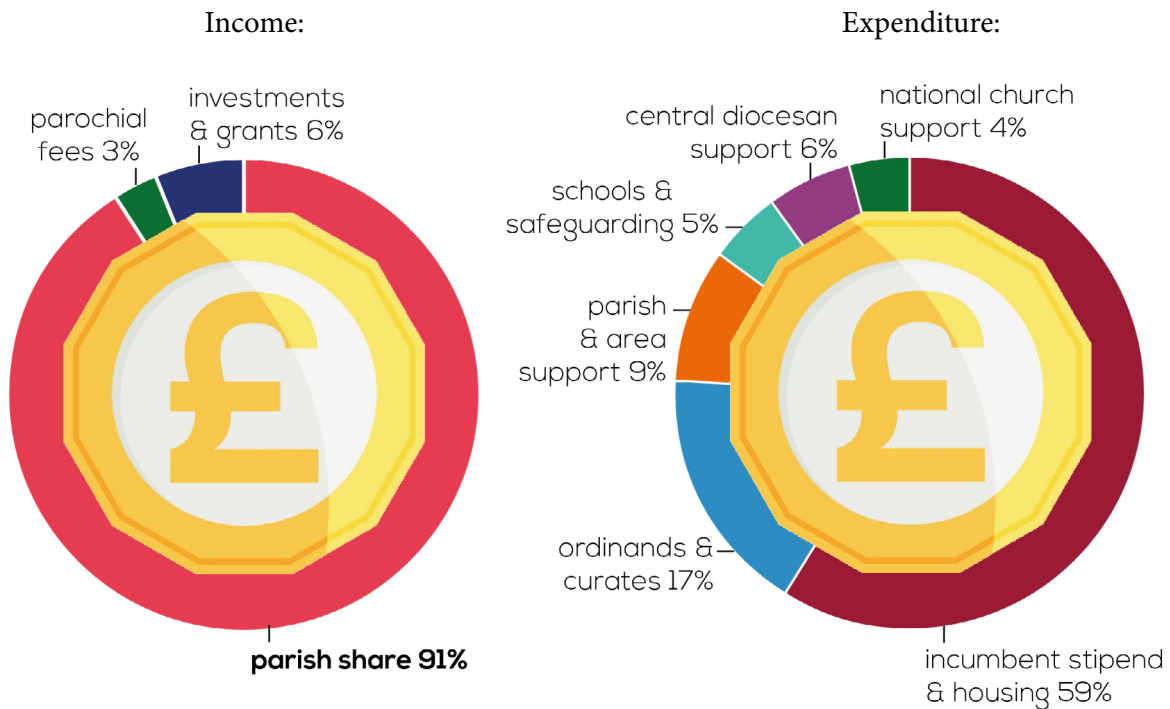
- **Mandatory training:** safeguarding training comes into this category. This is available through the diocese [www.cofeguildford.org.uk/about/safeguarding-inclusion/safeguarding-resources](http://www.cofeguildford.org.uk/about/safeguarding-inclusion/safeguarding-resources)
- **Job-related skills:** this includes skills and expertise that are role-specific. These can be trained and developed on-the-job, or via a formal training course via an external supplier.
- **General skills:** this includes a range skills and expertise that are role-specific, such as mentoring and coaching, managing conflict, time management and leadership.

Please remember: Diocesan staff are always pleased to help in relation to the recruitment, management and training and development of your people. In the area of conflict management, do not hesitate to contact an archdeacon. We also have people who are trained as Bridgebuilder facilitators.

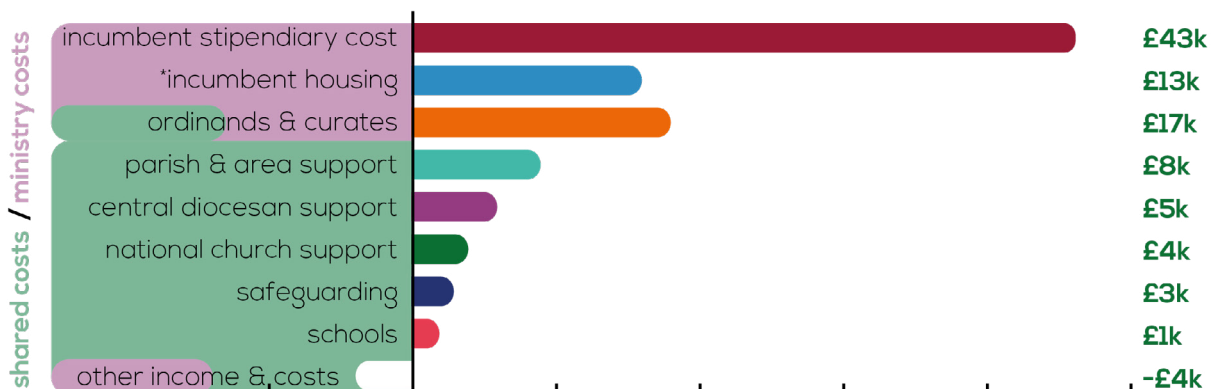
vi) Finance & Parish Share

Parish share is what every parish contributes to resource mission and ministry across our diocese. Because the Diocese of Guildford doesn't get any income from the government, and contributes money to the wider Church of England to help parishes in poorer parts of the country, we must raise everything we spend ourselves. With very few historic reserves and investments, this means today's people are paying for today's church and helping to lay strong foundations for tomorrow. This is how parish share helps us to be a *Transforming Church, Transforming Lives* across all our communities, not just those who can afford it.

We need to raise just under £12million a year to meet our commitments to funding ministry and mission in our diocese, and what we pay to the national church. Of this, 94% is raised through parish share, with parochial fees (4%) and investments (2%) making up the remainder. Two thirds of our expenditure goes on the direct costs of ministry, and housing for our clergy. This includes council tax, national insurance, and pension contributions. The remaining third is split between our parish support, administrative and legal responsibilities and what we contribute to the national church.



An average parish share in the Diocese of Guildford in 2022 is about £90,000. This is what it pays for:



### How is Parish Share Calculated?

In 2014, the diocesan synod asked for the system used to calculate parish share to be reviewed. A new system was subsequently devised which was inaugurated in 2019. The best explanation of how the system works can be found here: [vimeo.com/253961637](https://vimeo.com/253961637) In brief, the share for each parish contains two elements: direct ministry costs and shared costs.



Direct ministry costs include the cost of your incumbent (vicar or rector)'s stipend, housing, council tax, national insurance, and pension, as well as a portion of their training costs and the training costs of your next vicar (those ordinands or trainee vicars who are currently in the process of formation and training - whether that be residential at a college or part time on a course). Ministry costs make up over two thirds of our overall parish share. They are the same for every parish.



Shared costs support our schools, chaplaincies, synod and the national church (which redistributes resources to less prosperous parts of the country). It also pays for our safeguarding work, the remaining costs of clergy training and our parish support teams at Church House Guildford. We also put a little aside for mission projects. The total each parish pays is reached by looking at the number coming to church throughout the week, and the affluence of the area.

### Frequently Asked Questions

1. How is the ministry cost calculated?  
The ministry cost of a full time stipendiary priest costs £62,000.
2. How is the shared cost calculated?  
We take the all-week attendance submitted by each parish through the October counts each year as part of the parish returns, and multiply this by a relative affluence factor.
3. How is membership measured?  
We measure parishes each year in the month of October. To reflect a more diverse worship pattern in many parishes, this has changed to the all-week attendance average under the new system.
4. What happens in a united benefice?  
As before, parishes within benefices are encouraged to work together to offer support during periods of financial challenge, but the responsibility will rest with each parish to meet what is requested.
5. Do we have to pay parish share during a clergy vacancy?  
Every parish is asked to pay its full parish share for the first year of a vacancy (savings from all vacancies are shared among parishes equally). However, in response to feedback received, on the new basis, beyond twelve months, the vacancy will be considered to be abnormally long, and a discount of 50% of the ministry costs may be applied at the parish's request.
6. How does the deprivation support work?  
Deprivation support grants provide support for mission and ministry to deprived areas which are unlikely to be able to fully self-fund the ministry cost of clergy over the longer term. This is applied as a contribution towards the direct cost of providing a minister in that parish.
7. How does the population grant work?  
The grant is applied as a proportional discount of ministry costs, beginning at 5% if the parish population per incumbent is greater than 10k, increasing to a maximum of 45% where it exceeds 18k.
8. Our parish is struggling to make ends meet. What should we do?  
It is imperative that you speak to your archdeacon as soon as possible. It's much easier to resolve situations at an early stage. The archdeacon will welcome the opportunity to sit down and talk with you and will suggest some options for consideration. The ME (Stewardship) will also be happy to come along and talk to your PCC.

## vii) Church Buildings, Faculties & Churchyards

### What do Churchwardens need to know about Management of Church Buildings?

The Church of England's church buildings form the nation's single largest 'estate' of built heritage. Though first and foremost places of worship, churches are also often the oldest building in a settlement still in continual use. For this reason, the Ecclesiastical Exemption (Listed Buildings and Conservation Areas) England Order 2010 gives us an exemption from: (a) listed building consent (including separately listed structures within the curtilage such as churchyard walls, railings and monuments); and (b) conservation area consent (including building preservation notices, compulsory acquisition of buildings in need of repair, urgent works notices). It recognises that church buildings are places of worship and allows us to balance mission, worship, and wider community use, with care and conservation. This is a great privilege (even though it doesn't always feel like it!). We have the exemption on the condition that we maintain our own, equivalent, heritage protection system. For churches this is the faculty system - and it applies to all churches (not just the old ones!). It is important to note that we are not exempt from: planning permission; dangerous structure notices; advertising consent; buildings regulations and other secular legislation.

### Quinquennial Inspections

The Inspection of Churches Measure 1955 requires every diocese to establish a scheme under which each of its churches is inspected by a qualified person at least once every five years. It is the responsibility of the churchwardens to ensure that this takes place every five years, the cost of which is borne by the parish. The inspection must be carried out by a suitably qualified person who is on the list of suitably qualified architects and chartered surveyors maintained by the DAC secretary. The suitably qualified person will provide a report which should outline work that needs to be done immediately, and that which needs to be done within the next 5 years. Many recommendations will be made in the spirit of 'a stitch in time' and seek to enable you to keep your building in good order as economically as possible. Further details from: [www.cofeguildford.org.uk/docs/default-source/default-document-library/default-document-library/quinquennial-inspection-guidance-notes.pdf?sfvrsn=2](http://www.cofeguildford.org.uk/docs/default-source/default-document-library/default-document-library/quinquennial-inspection-guidance-notes.pdf?sfvrsn=2)

### When do we need Permission to carry out work on our Church Building?

The law governing this is set out in the Faculty Jurisdiction Rules 2015 ([www.legislation.gov.uk/uksi/2015/1568/contents/made](http://www.legislation.gov.uk/uksi/2015/1568/contents/made)) which distinguishes between three different types of work.

1. Minor or routine works (e.g. repairs in parts of buildings that are not heritage sensitive, routine maintenance of bells, clocks and organs, routine repairs to church paths) may be undertaken without permissions. A full list of works in this category is provided at Table 1 List A of Schedule 1.
2. More significant works (e.g. repairs to historic fabric, the introduction of audio equipment, the introduction of furniture into churchyards) require the permission of the archdeacon, who may consult the DAC. A full list of works in this category is provided at Table 2 List B of the Schedule.
3. All other works, not covered in Lists A or B, require a faculty (i.e. permit) granted by the chancellor, the judge who presides over the diocesan consistory court.

### How do we Seek Permission?

Parishes are strongly recommended to use the Church of England's national online faculty system, which enables them to conduct the whole formal permission process online and is likely to result in speedier decisions. The system helps you determine whether the work envisaged falls under List A or B or requires a faculty, and makes clear exactly what information is required, who needs to be consulted and where the process has got to. Those wishing to register for the system should contact the DAC secretary. It remains possible to apply for permissions 'on paper', which in practice has largely meant by e-mail until the point where the formal application – for faculties at least – is submitted. Formal application can be made on: [www.facultyonline.churchofengland.org/applications](http://www.facultyonline.churchofengland.org/applications)



### Seeking List B permission

Once you have established that List B permission is required you will need to submit, either via the online system or to the DAC secretary by e-mail, a statement describing what work you wish to do and why you need to do it. The details of the works need to be clearly described and illustrated, with plans or photographs as necessary. If an architect has drawn up a schedule of work it should be included, as should any estimate or quotation from a chosen contractor. Before making a decision the archdeacon may invite a DAC member to comment on the application but the full DAC will not be involved.

### Seeking faculty permission

This process is more complex and will take longer, especially if the church is listed. For almost all projects involving structural change it will be essential to engage a suitably qualified architect and other professionals may also be involved. There may be informal consultation with the DAC and other bodies before a formal application is made. The faculty application ('petition') is made to the diocesan registry (legal office) for onward submission to the chancellor. With minor exceptions the legal costs involved in processing applications are borne by the diocese. Full details from: [www.cofeguildford.org.uk/docs/default-source/default-document-library/default-document-library/faculty\\_application\\_guide.pdf](http://www.cofeguildford.org.uk/docs/default-source/default-document-library/default-document-library/faculty_application_guide.pdf)

### The Diocesan Advisory Committee

The diocesan advisory committee (DAC) is a key part of the faculty process for by law the chancellor must seek the advice of the DAC when considering an application for a faculty. The DAC is a key statutory body appointed by the bishop's council. It has wide expertise in matters relating to the design, construction, conservation, maintenance and use of church buildings in the ministry of today's church. In practice an application is unlikely to succeed if the DAC recommends against it. Our DAC usually meets once a month. With the exception of the secretary, all members serve on a voluntary basis.

### Churchyards

Whilst the list system covers some work in churchyards (e.g. the maintenance of walls and the management of trees), issues related specifically to burials, memorials and gardens of remembrance are covered by a separate diocesan set of rules, ([www.cofeguildford.org.uk/assets/downloads/departments/dac/churchyardregulations.pdf](http://www.cofeguildford.org.uk/assets/downloads/departments/dac/churchyardregulations.pdf)) which also have the force of law. It is worth keeping a copy of these rules to hand in the church vestry or office. The regulations apply to all churchyards in the Diocese of Guildford unless the chancellor has agreed a special scheme to meet particular local circumstances.

### Documentation in Applications

The documentation required, especially for faculty applications, may appear formidable but in many cases can be provided simply and briefly. It is however essential that the information provided is clear, precise and complete. More time is spent between parishes and the DAC in getting this right than on anything else. Remember that the chancellor is unlikely to know your church and will rarely be able to visit. Please provide paperwork that will enable both the DAC and chancellor to know exactly what any new or altered structure, furnishing or equipment will look like, what impact it will have on the appearance of the building as a whole, whether any interference with historic fabric is involved and whether the design details have been produced by practices or individuals with the requisite technical competence.

### Help and Guidance

We aim to provide as much help and guidance in this process as possible. It is also worth consulting the churchcare website which provides comprehensive guidance [www.churchofengland.org/more/church-resources/churchcare](http://www.churchofengland.org/more/church-resources/churchcare). The DAC secretary (Wendy Harris) is always happy to talk to you about anything you are unsure of or to provide general guidance about the process. She may be contacted on 01483 790313 or [wendy.harris@cofeguildford.org.uk](mailto:wendy.harris@cofeguildford.org.uk)

## viii) Health and Safety

### What do Churchwardens need to know about Health & Safety?

Health and safety legislation applies to church buildings as it does to any other public building; and PCC members are responsible for compliance with this. Ancient buildings in particular can be minefields of potential health and safety hazards as they are buildings whose shape, size and floor levels may have been changed several times through the centuries. Health and safety is sometimes seen as ticking boxes or as unnecessarily preventing people from doing things. Neither of these should apply – this is a stewardship responsibility that we take seriously. Whilst the work may be carried out by those who are responsible for looking after the building, it should be pastorally motivated. Church members, visitors, hirers of the hall, employees and volunteers all need to be kept safe, whilst the church carries out its worship and mission. If you have no employees the health and safety policy could just briefly outline how health and safety is managed or the safety checks that you make could help defend a claim.

### What should be included in a church health and safety policy?

Broadly speaking, church health and safety policies should contain:

- A general statement, dated and signed, usually by a member of the PCC
- Details of the responsibilities for managing health and safety and those who hold them
- Details of any specific arrangements setting out what will be done practically.

If you prepare a policy, you should formally minute its adoption at a PCC meeting. You may also want to consider how 'health and safety' is reviewed at these meetings over time. Any policy you prepare needs to reflect your own specific circumstances.

Ecclesiastical provide some very helpful information and templates on their website:

[www.ecclesiastical.com/documents/church-health-and-safety-policy-template.pdf](http://www.ecclesiastical.com/documents/church-health-and-safety-policy-template.pdf)

[www.ecclesiastical.com/documents/church-self-assessment-questionnaire.pdf](http://www.ecclesiastical.com/documents/church-self-assessment-questionnaire.pdf)

[www.ecclesiastical.com/documents/risk-assessment-template-small-churches.pdf](http://www.ecclesiastical.com/documents/risk-assessment-template-small-churches.pdf)

[www.ecclesiastical.com/documents/risk-assessment-template-large-churches.pdf](http://www.ecclesiastical.com/documents/risk-assessment-template-large-churches.pdf)

[www.ecclesiastical.com/documents/Personal-safety-risk-assessment-form.pdf](http://www.ecclesiastical.com/documents/Personal-safety-risk-assessment-form.pdf)

### Church Risk Assessments

You need to ensure that reasonable precautions are in place at your church to keep it safe for those who use it. To do this, you need to think about what might cause harm to people. You will then need to decide if the precautions already in place are adequate. If they are not, you may need to identify further action to prevent any danger. This is known as a risk assessment. Things to consider in church might be:

- Lighting: some old buildings are quite dark, light switches may not be easy to find, in exceptional cases the lighting scheme may not be up to required standards
- Aisles & pews: spaces between rows of benches can be inadequate for wheelchair users.
- Uneven floors: floor levels may be uneven due to graves and gravestones settling, in churches there are usually steps between porch and nave and chancel and sanctuary, carpeting can hide steps
- Towers: consider carefully whether to allow tower tours - Ecclesiastical offers special guidance.
- Churchyards & outside space: gravestones can fall, moss on paths can be slippery

Yet more templates are available from Ecclesiastical at:

[www.ecclesiastical.com/documents/risk-assessment-template-large-churches.pdf](http://www.ecclesiastical.com/documents/risk-assessment-template-large-churches.pdf)

[www.ecclesiastical.com/documents/risk-assessment-template-small-churches.pdf](http://www.ecclesiastical.com/documents/risk-assessment-template-small-churches.pdf)

[www.ecclesiastical.com/documents/church-self-assessment-questionnaire.pdf](http://www.ecclesiastical.com/documents/church-self-assessment-questionnaire.pdf)

### Building Works

During building projects, you are responsible for health and safety at your church under the Construction (Design & Management) Regulations 2015 ([www.legislation.gov.uk/ukxi/2015/51/contents/made](http://www.legislation.gov.uk/ukxi/2015/51/contents/made)). You may need to hire a principal contractor to plan, manage and monitor health and safety during the work.

### Asbestos

Asbestos is the biggest single cause of work-related deaths in the UK. Managing asbestos in buildings is regulated by law since 2006. You are responsible for assessing if asbestos is likely to be found in your church. Further information on [www.churchofengland.org/more/church-resources/churchcare](http://www.churchofengland.org/more/church-resources/churchcare)

### Working at height

Because of the number of accidents that happen in the workplace, all work at height is regulated by law. To prevent accidents: plan and supervise the work; take reasonable measures to avoid someone falling from high spaces; install barriers or fall arrest systems if you need to access a high area regularly.

### Lightning protection systems

Lightning can cause great damage to a church building. A lightning protection system protects the building and the electrical equipment. Unprotected churches are five times more likely to suffer strike damage than those with lightning protection. Ask your architect or surveyor about this.

### Lifting

You are responsible for making sure that all lifting equipment (including font covers) and attachments are strong and stable enough to carry the load being raised or lowered under the lifting operations and lifting equipment regulations 1988. [www.hse.gov.uk/work-equipment-machinery/loler.htm](http://www.hse.gov.uk/work-equipment-machinery/loler.htm)



Did you know...? PCCs in the Church of England spend over £200 million each year on things like heating, lighting, IT, cleaning products, furniture, insurance, stationery, and much more. Hunting down the best value deals for your church isn't easy - and it takes time. That's why the national church, together with dioceses, set up the parish buying scheme. This scheme uses the bulk buying power of the church to negotiate competitive prices with approved suppliers across a range of different products. All of the suppliers have undergone a careful selection process. Your church may prefer to shop locally - and there's some advice about doing that too. Ultimately, the vision of the Parish Buying Scheme is to give back to churches some time and money that they can use on core mission. At this time when we face such steep inflation, and the cost of living has escalated so dramatically, do consider using the Parish Buying Scheme as a way of securing the best deals possible. Visit their website on [www.parishbuying.org.uk](http://www.parishbuying.org.uk) or get in touch with them on 0800 368 0887 or [support@parishbuying.org.uk](mailto:support@parishbuying.org.uk)

## ix) Insurance

It is crucial that parishes are appropriately insured for the range of risks that every PCC faces to both liability and property. As this is a specialist area, we strongly advise PCCs to purchase a specialist church product. There are two main suppliers in this market.

- Ecclesiastical ([www.ecclesiastical.com/churchmatters](http://www.ecclesiastical.com/churchmatters)) was established in 1887 and is a specialist church, charity and heritage insurer. In June 2016, Ecclesiastical introduced a new parish policy, Parish Plus, with a number of changes compared to their Parishguard policy. Ecclesiastical is completely owned by a charity, the Allchurches Trust. All surplus profits are distributed to Allchurches, who in turn give back to the church.
- Trinitas Church Insurance ([www.trinitaschurchinsurance.co.uk](http://www.trinitaschurchinsurance.co.uk)) is a newer provider of church insurance which is underwritten by Aviva Insurance. Its ParishCare policy has been developed, after discussion with the Church of England, to meet the needs of churches in relation to buildings, contents and liability risks. Trinitas and Aviva are commercial companies, but will cap their profits with any surplus profits being returned to participating parishes.

### What are the sorts of things that we should think about in deciding on a policy?

#### 1. What cover do you require?

It is important to ensure that the policy you take out includes the cover you need. The sorts of things you should be thinking about are: damage to or loss of buildings and property (to help your church get back on its feet quickly); contents (and do you need any to be insured away from the church premises); reduction or loss of income (to help you manage in this situation); public liability (to protect against injury to third parties and damage to third party property); loss of money and theft by church officials (to protect your financial stability); employers' liability (to protect staff, authorised volunteers and clergy); trustee indemnity (protecting your trustees from allegations of mismanagement); personal accident (protection for church people on church business); legal expenses (which can be quite a financial liability when needed); safeguarding (in the case of an allegation against the PCC).

#### 2. What level of buildings cover do you require?

One of the most helpful questions to ask in relation to this is 'what would we do if your building was raised to the ground by fire?' It's a challenging question. Some would be clear that it would need to be rebuilt and restored as it is. In this case, there is no doubt that the building needs to be insured for 100% of its value. If, however, you sense that the building wouldn't be rebuilt in its current form or even in its current location, this may be a reason to think more carefully about its insurance value. If you sense that a more modern building in a different location would be more appropriate, you might discover that the cost of this would be less than the cost of rebuilding and so an appropriate insurance value could be nearer 75% or 50%. It is, however, imperative that if insuring at less than 100%, the PCC's decision should be made at a full meeting of the PCC, and recorded in the minute book.

#### 3. What level of excess will you choose?

Insurers will usually offer a discount on the buildings and contents element of the insurance premium if a parish opts for a higher level of excess (the portion of any claim that you will need to meet). The higher the excess, the larger the premium discount potentially available. A parish that is unlikely to make many claims could benefit financially from having a higher excess. If you increase your excess, you might consider setting your first year's savings aside as a designated fund to cover the increased excess in the event that you do need to claim.

#### 4. Cost of policy?

It's, of course, entirely appropriate that PCCs should be stewards of their resources and a comparison of the costs of the different policies is entirely appropriate. Each parish will probably come to a different conclusion, based on its particular requirements.



## WHEN DID YOU LAST REVIEW YOUR CHURCH INSURANCE?

In these challenging financial times are you confident you are getting suitable and affordable cover from your insurance?

For decades we've seen many Church of England parishes having had very limited choice for Church Insurance with premiums and cover rarely being reviewed. This may have resulted in some parishes paying higher premiums for their Church Insurance and others having limited cover, but not the lower premiums to match.

Trinitas Church Insurance Services launched in 2015 to offer insurance exclusively to Anglican Parishes, and is underwritten by Aviva Insurance. Why not ask us to review your Parish Insurance and we can let you know if we think your insurance is competitive and the cover you have is appropriate for your needs?

Obtaining a ParishCare quotation could not be easier, as our specialist team will do the hard work for you. Most quotations can be transacted over the telephone or via email with one of our friendly and professional staff who will personally look after your enquiry.

### Would you like to talk?

Join our mailing list and we'll contact you 6-8 weeks before your renewal date - please contact us via our website [www.trinitaschurchinsurance.co.uk](http://www.trinitaschurchinsurance.co.uk) and complete your details on our 'Get a Quote' tab.

You can also email us on [enquiries@trinitaschurchinsurance.co.uk](mailto:enquiries@trinitaschurchinsurance.co.uk) providing your contact details, parish name and renewal date or telephone us on **01483 462870**.

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## x) The Archdeacon's Visitation

It is more than probable that you will be confused by the term archdeacon's visitation as it is used colloquially in relation to two events: (a) the swearing in of churchwardens at the beginning of their year of office; and (b) the visit that the archdeacon makes to each parish (now on a two year cycle).

### The swearing in of Churchwardens at the Beginning of their Year of Office.

The Churchwarden's Measure 2001 (section 6) states that 'at a time and place to be appointed by the bishop annually, being on a date not later than 31st July in each year, each person chosen for the office of churchwarden shall appear before the bishop or his substitute duly appointed, and be admitted to the office of churchwarden after: (a) making a declaration, in the presence of the bishop or his substitute, that he will faithfully and diligently perform the duties of his office; and (b) subscribing a declaration to that effect and also that he is not disqualified under section 2(1)'.

In the Diocese of Guildford, this is done through six 'churchwardens commissionings' that take place in different locations in the diocese, usually between the end of May and beginning of July. There are normally three in each archdeaconry but you are welcome to attend any evening, according to the time and place that is most convenient for you. These are usually set in the context of worship and it provides an opportunity for the archdeacon to encourage churchwardens and to address issues which might be relevant for them. The services last about an hour but churchwardens are encouraged to stay for some refreshments and fellowship afterwards and meet other churchwardens. In circumstances where a person is unable to get to any of the six evenings, or a churchwarden is appointed to fill a casual vacancy, the archdeacons' office is sometimes able to arrange for the churchwarden to be sworn in on a separate occasion.

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### The visit that the Archdeacon makes to each Parish as part of the Parish Needs Process

In 2020, archdeacon's visitations to parishes in the Diocese of Guildford changed in frequency and nature. Whereas in past years, archdeacons only visited parishes in person once every six years, from 2020 they have been visiting every two years. And whereas the main focus used to be the church building, the new focus will be mission, rooted in conversation about church development plans. The visitations have been redesigned to be part of the parish needs process (PNP) outlined on page 15. In essence, however, they seek to provide increased interaction with and support of all our parishes. The archdeacon will aim to visit all the parishes in your deanery within a fortnight and will seek to arrange a convenient time to meet with the incumbent and churchwardens. The agenda will be as follows:

	Agenda:	How Churchwardens can prepare:	Duration:
1	Arrive & coffee	Provision of tea or coffee	10 mins
2	Inspection of Registers etc. Following the conversation about the CDP, the archdeacon will need to inspect the registers, terrier and inventory and church safe as they are required to do by law.	Please make sure that you have all the following documents laid out on a table so the archdeacon can inspect them: <ul style="list-style-type: none"> <li>• Register of Services</li> <li>• Baptism, Marriage &amp; Burial Registers</li> <li>• Safeguarding policy</li> <li>• Health &amp; Safety policy</li> <li>• Insurance policy</li> <li>• Log Book, Inventory &amp; Terrier</li> <li>• Gas and Electric safety certificates</li> </ul>	15mins
3	Pastoral conversation with incumbent & churchwardens: This is an opportunity for the archdeacon to listen to any particular concerns that the parish may have in relation to staff, people, issues that are causing anxiety etc.	Do bring along any issues of celebration or concern that you would value bringing to the attention of the Archdeacon: <ul style="list-style-type: none"> <li>• Wellbeing of leadership and staff team</li> <li>• Where you've seen God at work</li> <li>• Issues causing particular anxiety</li> </ul>	20 mins
4	Conversation about the CDP The archdeacon will ask you to explain your vision as a church and how your church development plan seeks to help you work towards that vision. S/he will also want to explore with you how best the wider diocese might support you.	Please make sure you bring a copy of the CDP to discuss with the archdeacon. It is helpful if you can give an update on: <ul style="list-style-type: none"> <li>• Where you are in the process</li> <li>• What is going well</li> <li>• What is going not so well</li> <li>• Where you might value support</li> </ul>	60 mins

Following the visitation, the archdeacon will write a short report which will record some of the suggestions and recommendations discussed in the meeting. This will be fed back into the Parish Coordination Team at Church House Guildford for consideration at the deanery action meeting and mobilisation of support.

In the intervening year (when there is no archdeacon's visitation), the area dean will visit to check in to offer encouragement and monitor progress. This will be a more informal visit that will seek to celebrate God's blessings through the past year and talk about some of the challenges. In the context of the latter, it may be that the CDP needs adjusting in some way or that a different form of support is required. In this instance, the area dean will report back to the archdeacon and Parish Coordination Team at Church House Guildford who will seek to help the parish respond to any changes needed as appropriate.

## d. Pastoral Care of the Clergy: Proactive & Reactive

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

### i) Proactive Care: A Culture of Caring for Clergy

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

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

Clergy are, of course, tasked with caring for churchwardens in the same way. Through a *Transforming Church, Transforming Lives*, we seek to build communities that reflect the abundant life that Jesus offers and models. We believe that loving and caring for each other, following the one who came not to be served but to serve, is foundational for a transforming church. Please talk to your clergy about this new culture and covenant initiated by the General Synod, and any concerns that you may have in relation to this.

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



## ii) Reactive Care: If your Incumbent is Sick or Unwell

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

### Pastoral Care of the Cleric and their Family

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

### Pastoral Care of the Parish

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

Organisation of a Management Team	This should consist of the area dean (who shall act as chairperson); churchwardens; licensed clergy and those with permission to officiate who help in the parish or benefice; any other licensed ministers; and possibly the treasurer. Meeting monthly, it should make sure that duties are covered and discuss important issues.
Management of the PCC	The PCC should be chaired by the lay vice-chair. It is important that no decisions involving major change of strategy or operations should take place during this period without consultation with the area dean.
Provision for Worship	It is helpful if a churchwarden can co-ordinate the rota for people leading worship. In some cases, the benefice or parish will be able to cover the incumbent's duties from within its team. If not, the area dean can advise. The rotas should be approved by everyone at the management team meeting.
Occasional Offices	If there is a parish administrator, it is best that baptisms and weddings are directed to the parish office. The administrator can either contact clergy directly or bring requests to a management team meeting. If there is no administrator, this responsibility needs to be undertaken by a churchwarden or responsible person. It can be helpful for an assistant cleric to be a point of contact for funerals
Administration	Please note that official documentation (such as churchyard forms) which need the signature of the Incumbent will need to be signed by the area dean.
Safeguarding	During a period of prolonged sickness of 28 days or more, the clergy appointments team will inform the DSA who will liaise with the PSO and churchwarden.
Communication	The archdeacon will ensure that the incumbent has set up appropriate messages on answerphones and emails. It is helpful if the parish office does likewise.


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

## 5. When the Incumbent Leaves...

### a. The Role of the Churchwarden in Vacancy

During a vacancy, the area dean and churchwardens are the 'sequestrators' of the parish. This means that they are legally responsible for the running of the parish. This is not as daunting as it might sound! In the Diocese of Guildford, we have an effective system for managing vacancies and recruitment and you will be supported in this by the area dean and archdeacon respectively in these tasks. The table below gives a brief description of the stages of a typical vacancy and the role of the churchwarden in each.

Stage	Role of Churchwarden	
<b>Outgoing Incumbent Announces Resignation</b>		
1	<p><b>Incumbent announces resignation</b> This will usually follow a written resignation to the bishop. It is normally expected that an incumbent will give three months notice.</p>	To take responsibility in ensuring that the outgoing incumbent is properly thanked through a celebratory final service and a lunch with an appropriate presentation.
2	<p><b>Communication to parish of process</b> The archdeacon will usually issue a newsletter for parishioners either on the day on which the incumbent announces, or soon after.</p>	To ensure that parishioners receive a copy of the archdeacon's newsletter. They can be distributed in church, posted on the notice board and attached to the parish website.
3	<p><b>Archdeacon meets with churchwardens</b> The purpose of this meeting is to: (a) Consider a vacancy management team (b) Consider a team to compile the profile.</p>	To advise the archdeacon and area dean as to who might be on the vacancy management team and the team that will need to be convened to compile the parish profile.
4	<p><b>Archdeacon meets with PCC</b> The purpose of this meeting is to: (a) Explain the process in detail to the PCC (b) Seek cooperation for the process.</p>	To welcome the archdeacon to the parish at the PCC meeting and to hand over the chair to him/her.
<b>Outgoing Incumbent Leaves Parish</b>		
4	<p><b>Outgoing incumbent leaves parsonage</b> The property department at CHG will attend to survey the house and to begin making preparations for letting or a new incumbent.</p>	It is helpful if the churchwardens can: a) Take meter readings after departure b) Keep an eye on the property when empty c) Liaise with the property department.
5	<p><b>Vacancy management team meets monthly</b> This will be chaired by the area dean and should involve all those who are key to the operational life of the church.</p>	It is helpful if at least one churchwarden can be at each of these meetings to work with the area dean to coordinate the life of the church and ensure business as usual.
6	<p><b>Parish profile team attempts to complete task</b> There are 4 sections to the parish profile: (a) Introduction from bishop &amp; archdeacon (b) Description of the parish (c) Person specification (d) Safeguarding. It is helpful if the team can start (b) and (d).</p>	If the churchwardens are not part of the group themselves, overseeing its work is quite important. The archdeacon will have set a date by which it is hoped the final draft can be produced. It's helpful if the churchwardens can send the final draft to the archdeacon for comment as soon as it has been produced.



	Stage	Role of Churchwarden
7	<b>Section 11 meeting</b> This is the formal meeting of the PCC which: (a) Approves the parish profile (b) Appoints the 2 parish representatives.	To chair this meeting. It is usual for churchwardens to be appointed as the parish reps (being foremost in representing lay people in the parish) but it can be other PCC members.
8	<b>Advertise the post</b> The archdeacon will guide you over this. We usually advertise in the <i>Church Times</i> and on the diocesan website.	Make sure the advert is submitted on time. It is usually worth paying the extra for a 'golden guarantee' advert in the <i>Church Times</i> which will pay for an advert until the post is filled.
9	<b>Shortlisting of applicants</b> The patron, bishop, archdeacon and parish reps meet to consider applications received and to shortlist candidates for interview.	If the churchwarden/s are also the parish reps they will be part of the shortlisting meeting.
10	<b>Interviews</b> Day 1: 1200 Arival and met by churchwardens 1400 Tour of parish 1630 Meet staff and key people in parish 1930 Informal supper with PCC Day 2: 0900 Formal interviews	Churchwardens need to host candidates: Day 1: <ul style="list-style-type: none"> <li>• Have lunch with candidates on arrival</li> <li>• Arrange for them to see the parish</li> <li>• Host a meeting with staff &amp; key people</li> <li>• Host the informal supper with the PCC.</li> </ul> Day 2: <ul style="list-style-type: none"> <li>• If Parish Reps, be present for interviews.</li> </ul>
<b>New Incumbent Appointed</b>		
11	<b>Announcement of newIncumbent</b> The appointment must remain confidential until the bishop's office informs everyone of the date on which it can be announced.	On the date directed by the bishop's office, the churchwardens are to announce the appointment at all services in the parish (stating that it is subject to an enhanced DBS disclosure).
12	<b>Meeting with incumbent at rectory/vicarage</b> The appointed incumbent will meet a member of the CHG property department to talk about preparation of the rectory/vicarage.	It is helpful if one churchwarden (in liaising with the property department) can be present for this meeting and offer to help meet the cost of some decoration of the property.
13	<b>Organisation/invitations for the licensing</b> The date of the licensing will be organised by the clergy appointments officer who will attempt to find a convenient date for everyone.	The clergy appointments officer will consult with churchwardens over a suitable date, following which churchwardens will publicise the date and send out invitations.
14	<b>Arrival of new incumbent &amp; licensing</b> The new incumbent will usually move into the rectory/vicarage 2-3 weeks before the licensing. The area dean will organise a rehearsal for the licensing service.	Churchwardens need to: (a) Ensure liturgy is printed (with area dean) (b) Welcome the incumbent to new home (c) Attend rehearsal (area dean will organise) (d) Take part in the licensing service.

At the time of vacancy, your archdeacon will give you a vacancy pack which explains this process and the churchwarden's role in greater detail. The sample newsletter on the following pages gives you an example of the communication made to the parish following announcement of an incumbent's departure.

## 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  
Archdeacon's House, Lime Grove, West Clandon, Guildford, Surrey, GU4 7UT  
☎ 01483 212663 📧 [archdeacon.surrey@cofguildford.org.uk](mailto:archdeacon.surrey@cofguildford.org.uk)



## 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:

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

## 6. Appendix

### a) Useful Resources for Churchwardens

There are a growing number of resources for Churchwardens. You do not need to rush out and buy every book! The following, however, may help for those who would appreciate some further reading.

#### Useful Books:

*The Church Representation Rules* as at 1 January 2017 (Church House Publishing, 2017)  
*The Canons of the Church of England* (Church House Publishing)  
*The Churchwardens' Yearbook* (Churchwardens Publications Ltd) Annual Yearbook & Diary  
 Mike Alexander & Jeremy Martineau, *So the Vicar's Leaving* (Canterbury Press, 2008)  
 James Behrens, *Practical Church Management* (Gracewing, 2015)  
 Matthew Clements, *Rotas, Rules & Rectors: How to thrive being a Churchwarden* (Troubador, 2018)  
 Maggie Durran, *The UK Church Fundraising Handbook* (Canterbury, 2010)  
 Martin Dudley & Virginia Rounding, *Churchwardens: A Survival Guide* (SPCK, 2009)  
 James Halsall, *Caring for your Church Building* (Kevin Mayhew, 2015)  
 Robert Leach, *The Church Treasurer's Handbook* (Canterbury, 2012)  
 Kenneth MacMorran & Timothy Briden, *Handbook for Churchwardens & PCC* (Mowbray 2010)  
 Charles Mynors, *Changing Churches, a Practical Guide to the Faculty System* (Bloomsbury, 2016)  
 John Norman, *Sounds Good: A Guide to Organs for Incumbents & Churchwardens* (CHP, 2002)  
 Ian Russell, *Churchwardens: A Practical Guide* (Kevin Mayhew, 2000)  
 Eric Sanderson, *Churchwardens* (Fastprint Publishing, 2019)

#### Useful Websites:

Diocese of Guildford: [www.cofeguildford.org.uk](http://www.cofeguildford.org.uk)  
 Diocese of Guildford Registry: [www.guildforddiocesanregistry.co.uk](http://www.guildforddiocesanregistry.co.uk)  
 Guildford Cathedral: [www.guildford-cathedral.org](http://www.guildford-cathedral.org)  
 Caring for God's Acre: [www.caringforgodsacre.org.uk](http://www.caringforgodsacre.org.uk)  
 Church of England: [www.churchofengland.org](http://www.churchofengland.org)  
 Churchcare: [www.churchofengland.org/more/church-resources/churchcare](http://www.churchofengland.org/more/church-resources/churchcare)  
 CCLA Investment Management Ltd [www.ccla.co.uk](http://www.ccla.co.uk)  
 Central Council of Church Bellringers: [www.cccbr.org.uk](http://www.cccbr.org.uk)  
 Charity Commission for England and Wales: [www.gov.uk/charity-commission](http://www.gov.uk/charity-commission)  
 Church House Bookshop [www.chbookshop.hymnsam.co.uk](http://www.chbookshop.hymnsam.co.uk)  
 Church Times: [www.churchtimes.co.uk](http://www.churchtimes.co.uk)  
 Churches Together in Britain and Ireland [www.ctbi.org.uk](http://www.ctbi.org.uk)  
 Ecclesiastical Insurance: [www.ecclesiastical.com](http://www.ecclesiastical.com)  
 Guidance on duties of charity trustees: [www.gov.uk/guidance/charity-trustee-whats-involved](http://www.gov.uk/guidance/charity-trustee-whats-involved)  
 Listed Places of Worship Grant Scheme: [www.lpwscheme.org.uk](http://www.lpwscheme.org.uk)  
 Parish Buying: [www.parishbuying.org.uk](http://www.parishbuying.org.uk)  
 Royal School of Church Music [www.rscm.org.uk](http://www.rscm.org.uk)  
 St Columba's House (Retreat in Woking) [www.stcolumbashouse.org.uk](http://www.stcolumbashouse.org.uk)  
 Waverley Abbey Retreat House: [www.cwr.org.uk](http://www.cwr.org.uk)

Note: we recognise that the material in this handbook will need to be updated from time to time. We will seek to keep an updated copy on the Diocese of Guildford website. Please check the website for updates. This copy has been printed for the churchwardens training day in November 2022.

## Directory of Bishop's Leadership Team

<p>Bishop of Guildford The Rt Revd Andrew Watson ☎ 01483 590500 ✉ <a href="mailto:bishop.andrew@cofeguildford.org.uk">bishop.andrew@cofeguildford.org.uk</a></p>	<p>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></p>
<p>Archdeacon of Surrey The Venerable Paul Davies ☎ 01483 790366 ✉ <a href="mailto:archdeacon.surrey@cofeguildford.org.uk">archdeacon.surrey@cofeguildford.org.uk</a></p>	<p>Archdeacon of Dorking The Venerable Martin Breadmore ☎ 01483 790352 ✉ <a href="mailto:archdeacon.dorking@cofeguildford.org.uk">archdeacon.dorking@cofeguildford.org.uk</a></p>
<p>Dean of Guildford The Very Revd Dianna Gwilliams ☎ 01483 547862 ✉ <a href="mailto:dean@guildford-cathedral.org">dean@guildford-cathedral.org</a></p>	<p>Acting Diocesan Secretary Steve Collins ☎ 01483 790303 ✉ <a href="mailto:steve.collins@cofeguildford.org.uk">steve.collins@cofeguildford.org.uk</a></p>
<p>Director of Mission The Revd Dr Peter Harwood ☎ 01483 790921 ✉ <a href="mailto:peter.harwood@cofeguildford.org.uk">peter.harwood@cofeguildford.org.uk</a></p>	<p>Director of Education Canon Alex Tear ☎ 01483 484900 ✉ <a href="mailto:alex.tear@cofeguildford.org.uk">alex.tear@cofeguildford.org.uk</a></p>

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

<p>Clergy Appointments Officer Sarah Bolton ☎ 01483 790325 ✉ <a href="mailto:sarah.bolton@cofeguildford.org.uk">sarah.bolton@cofeguildford.org.uk</a></p>	<p>Bishop of Guildford's Chaplain The Revd Jo Winn-Smith ☎ 01483 590500 ✉ <a href="mailto:bishops.chaplain@cofeguildford.org.uk">bishops.chaplain@cofeguildford.org.uk</a></p>
<p>Head of the Mission Enabler Team The Revd Richard Lloyd ☎ 01483 484908 ✉ <a href="mailto:richard.lloyd@cofeguildford.org.uk">richard.lloyd@cofeguildford.org.uk</a></p>	<p>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></p>
<p>Head of Property Andrew Johnson ☎ 01483 547862 ✉ <a href="mailto:andrew.johnson@cofeguildford.org.uk">andrew.johnson@cofeguildford.org.uk</a></p>	<p>Parish Coordination Team Lead Kate Darwent ☎ 01483 790346 ✉ <a href="mailto:parish.coordination@cofeguildford.org.uk">parish.coordination@cofeguildford.org.uk</a></p>
<p>Communications Team Wendy Sleight   Ruth Blanco ☎ 01483 790316 ✉ <a href="mailto:comms@cofeguildford.org.uk">comms@cofeguildford.org.uk</a></p>	<p>Diocesan Safeguarding Advisor Jackie Broadfoot ☎ 07918 559387 ✉ <a href="mailto:jackie.broadfoot@cofeguildford.org.uk">jackie.broadfoot@cofeguildford.org.uk</a></p>



**KEEP  
CALM  
I'M A  
CHURCH  
WARDEN**

The Archdeacons' Office

✉ Archdeacons' Office  
Church House Guildford  
20 Alan Turing Road  
Surrey Research Park  
Guildford  
Surrey  
GU2 7YF

☎ 01483 790366 | 790352

✉ [archdeacon.surrey@cofeguildford.org.uk](mailto:archdeacon.surrey@cofeguildford.org.uk)

✉ [archdeacon.dorking@cofeguildford.org.uk](mailto:archdeacon.dorking@cofeguildford.org.uk)

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