



— DIOCESE OF —
LONDON

Appointment process (incumbent/incumbent status) handbook

January 2024

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Part I Identifying and filling an incumbent vacancy

1 Introduction

1.1 So, the incumbent is leaving?

There are several reasons why an incumbent has announced an intention to leave, ranging from retirement to the move to a new post or perhaps the reasons are more complex.

Being aware of a retirement in advance is often easier to manage than dealing with an unexpected announcement. Each situation will give rise to a variety of reactions and feelings within the congregation – and in the Parochial Church Council (PCC)/leadership team – and while some may be excited and energised by the prospect of change, others may feel anxious and fearful.

A vacancy can be an opportunity to celebrate the mission and ministry of your church. It can be a time of excitement as people step up to take on new responsibilities and the church collectively discerns the particular ministry and mission on which it intends to build for the future. Whilst some may feel enthusiastic, others may feel less so or even withdraw from church life. Some, consciously or unconsciously, may try to fill the ‘power vacuum’. It’s important to be understanding, kind and gentle and supportive of those who hold the responsibility for running the church during the vacancy.

A vacancy also gives an opportunity to reflect on where you are as a parish in relation to the diocesan priorities of ‘younger, safer and more racially just’ and recognise where you are ready to change and grow and as you prepare for the next chapter. During the vacancy it is important that the life of the church continues as normally and as fully as possible.

The church should continue to mirror the established service patterns for major festivals including Christmas, Easter, Mothering Sunday, Harvest, Thanksgiving and Remembrance Sunday. Arrangements should be put in place as far in advance as possible so the availability of clergy can be secured. It is also a time to think beyond your tradition and invite a variety of people into the parish to take services as a way of embracing different cultures, styles and approaches within the general rule of ‘no major change during the vacancy’.

As you look to the future it will be necessary to think positively about what a new incumbent might bring,

how church traditions might need to adapt in response to changing needs and circumstances in the church and in the communities, it seeks to serve; and to pray for God’s blessing and guidance on the whole process as the church enters into a new season.

For more information about what happens during a vacancy and who is available to give support and advice, please visit www.london.anglican.org/kb/vacancy-in-a-benefice.

2 What is a vacancy?

A vacancy in a parish or benefice is the period between one incumbent or Priest-in-Charge leaving and there being no ordained or licenced person attached to the parish as minister in charge and the appointment to the parish of a successor¹ (although a Curate or other clergy person may be attached to the benefice).

A parish may be in vacancy for a few months, or it can extend to a year or more. It is the responsibility of the Churchwardens and the Area Dean to ascertain the needs of the parish during vacancy and maintain the life, worship, and mission of the parish during a vacancy. They are formally referred to as the ‘sequestrators of the benefice’.

In every case where there is a change in the minister in charge there are legal processes that need to be followed regarding a new appointment.² These are largely met through the formal meetings that are held during the vacancy and are set out below:

2.1 Who is involved in the appointment process?

The appointment process will normally involve the following people:

- the Bishop
- the Patron (who this is varies from parish to parish. It can be one or more individuals, bodies or a combination of both, who have the legal right to present and recommend a candidate Incumbent to the Bishop for licensing to a benefice³)
- the Archdeacon
- the Area Dean

¹ A minister in charge can be a cleric appointed on a predetermined interim basis for a set period (e.g. Interim Priest-in-Charge), or appointed as a Priest-in-Charge if the Patron’s right of presentation has been suspended by the Bishop, or appointed as an Incumbent.

² The legislation that controls the appointment of a new incumbent is the Patronage (Benefices) Measure 1986 as amended by The Legislative Reform (Patronage of Benefices) Order 2019 (the ‘Measure’).

³ The Bishop is also Patron of the Benefice either solely or sharing the patronage with one or more other persons or bodies.

- the Churchwardens
- the PCC
- the Parish Representatives (two lay members of the PCC who reflect racial and gender diversity, chosen by the PCC to represent them on an interview panel)
- the Diocesan Registrar (the legal advisor responsible for issuing certain forms and documents required in the process of appointment).

Additionally, the Director of Ministry, Dean of Mission, Dean of Women and Dean of Racial Justice help and give advice at various stages. The Diocesan Housing Department will also be involved in decisions about the provision, care and maintenance of the vicarage, also referred to more formally as the Parsonage House.

2.2 During the vacancy

Making an appointment is a mutual process of exploration and discernment to find a candidate who is acceptable to the Bishop, the Parish Representatives⁴ and the Patron of the parish.

At some point during the early stages of the vacancy, the Bishop may decide to consult on suspending the Patron's Right of Presentation for a variety of practical reasons and this should not be viewed as a criticism. A suspension may not last longer than five years without being renewed. For more details, please read the page on suspension at www.churchofengland.org/sites/default/files/2019-02/MPM%202011%20Code%20of%20Practice%20volume%201%201st%20March%202019.pdf.

The Churchwardens take on extra responsibilities during a vacancy, and it would be helpful if members of the PCC recognise the importance of this time and help support the on-going ministry of the church. The Churchwardens should keep in regular contact with the Area Dean and the Archdeacon so they are informed as to progress and are able to offer support and advice.

At vacancy, a PCC may reconsider its position on Extended Episcopal Oversight whether or not a resolution is in place. The PCC may wish to ask the Patron, Archdeacon and or Area Dean for advice about this process. If required, a decision to vote on this matter would be taken at the Section 11 Meeting (see below).

The vacancy ends when at a special service the candidate chosen by the interviewing panel will be presented to the Bishop by the Patron and will be instituted or collated by the Bishop to share in the cure of souls and will be inducted by the Archdeacon, into the benefice, if being made the incumbent.

There is more information here on the Diocese of London website at www.london.anglican.org/kb/vacancy-in-a-benefice and here on the Church of England website at www.churchofengland.org/sites/default/files/2018-11/Appointment%20of%20clergy%20office%20holders.pdf.

The process of appointment is formed by a series of meetings (see below) alongside which the Parish Profile is prepared.

2.3 Confidentiality

Confidentiality both in relation to identities and to information disclosed should be maintained by all participating in the process. It is good practice to presume that candidates will want the fact of their application to be treated in confidence and their identities not disclosed to people who are not part of the decision-making process or to other candidates.

If it is proposed to have group activities with other candidates or for candidates to meet those outside the decision-making process, this should be made clear at the outset. Similarly, candidates should be asked to keep confidential the identity of other candidates.

When making notes about candidates at any stage during the recruitment process, those involved should avoid recording personal thoughts, which the writer would not wish to be shared.

Under the Data Protection Act 2018, candidates have the right to request sight of any papers relating to their application, including interview notes, and such comments could conceivably be actionable under other secular legislation and be disclosable in any such proceedings.

3 The appointment process and the formal meetings

The legislation that controls the appointment of a new incumbent is all the Patronage (Benefices) Measure 1986. The process has two key stages:

- The creation of the Parish Profile which sets the context for the appointment
- The funding and appointment of the new incumbent.

Below are the key milestones in the two stages and each activity will be explained in further detail as a part of the process:

Stage one: the creation of the Parish Profile which sets the context for the appointment

- 1 Pre-vacancy
- 2 Vacancy notice

⁴ Two lay persons elected by the PCC to represent it in the selection process. See further information on their selection at www.legislation.gov.uk/ukcm/1986/3/section/11.

- 3 Prayer and consultation
- 4 Parish profile
- 5 Section 11
- 6 Section 12.

Stage two: the funding and appointment of the new incumbent

- 1 Advertisement
- 2 Shortlisting
- 3 Familiarisation and interviews
- 4 Appointment
- 5 Notification of appointment
- 6 Announcement
- 7 Licensing.

3.1 Advertisement example

The advertisement style below is typical of the style of advertisement often placed in parishes. It is to be used along with the equality statement which is highlighted in bold as a requirement for all advertisement for parish clergy:



POST, PARISH

General description of parish from the Parish Profile

We're looking for:

- **Bullet points from the Parish Profile/Person Specification**

Description of what the parish is offering – lay support/ housing etc

Parish website link

Parish profile (PDF format) and application form from:

The Bishop of [Diocese]

Email address

Phone number


Closing date for applications: **00 Month 0000**

Interviews: **00 Month 0000**

All appointments are subject to acceptable pre-appointment checks, including a satisfactory Enhanced DBS Check.

The Diocese of London is committed to creating and sustaining a diverse and inclusive workforce which represents our context and wider community. We are aware that those of Global Majority Heritage/United Kingdom Minority Ethnic (GMH/UKME), women, and disabled people are currently under-represented among our clergy and workforce, and we particularly encourage applications from those with the relevant skills and experience that will increase this representation. The Diocese supports Access to Work grant applications.

For those parishes where an Extended Episcopal Oversight is in place, the following advertisement can be used with the revised equality statement:



POST, PARISH

General description of parish from the Parish Profile

We're looking for:

- **Bullet points from the Parish Profile/Person Specification**

Description of what the parish is offering – lay support/ housing etc

Parish website link

Parish profile (PDF format) and application form from:

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Further advert example styles can be found in the HR pages of the [diocesan website](#).

3.2 Searching for applicants

There are a number of ways in which the search for applicants can be undertaken. In an incumbent appointment, it is the right of the patron to decide how to conduct the process and to nominate and present suitable candidates.

Advertising, through newspaper or electronic media, is by far the most open process and makes the vacancy known to the greatest number of potential candidates. It is also the best way to demonstrate that the process is fair and transparent. It should be noted that in the Section 11 meeting the PCC have the right to ask the Patron to advertise.

In some circumstances, advertising may not always be the best way to proceed, and a process more akin to 'search' is adopted.

There are clergy who remain reluctant to apply for offices that are advertised but will respond to a personal invitation and explore whether it is God's calling.

If the decision is made not to advertise, it is important to be clear what the reasons for the decision were and to be able to justify it. Where open advertising is not used, the Bishop or Patrons need to be particularly aware of the need to be fair to all candidates and must not use the search process as a cover for unlawful discrimination which would run counter to the diocesan priority of being more racially just.

If an office requires particular skills or is in an area where offices are hard to fill, a more direct 'search' may also prove more effective than open advertising.

Even if an office is not advertised in the national Church press, vacancies should normally be advertised electronically on the diocesan website, parish website or Patron's website.

When appointing an incumbent, a PCC can request that the office be advertised but the final decision rests with the Patron. The Crown and Lord Chancellor (where Patrons) offer parishes the choice of whether to advertise or not. In many cases, the Patron will expect the PCC to meet the costs of the advert(s), and this is also the case where the Bishop is the Patron. If advertising, please use the advertising templates above or held within the area administration office team.

Advertising is usually followed by a process of multi-candidate interviews in appointing ordained priests, whilst 'search' is more often followed by candidates being interviewed one at a time. However, there is no reason why this should necessarily be so. Patrons sometimes advertise and still send candidates one at a time and conversely, they may search for candidates but invite several for interview on the same day. It is also possible to start with one system and switch if this does not lead to an appointment.

Sometimes there is only one applicant and although those appointing may prefer to have a choice, that applicant may be a good fit for the office.

However, they are found, and whatever process is used, it is essential that the process is conducted objectively and fairly when assessing their suitability for the office.

3.3 Preliminary meeting (Pre-Section 11 Meeting)

When a vacancy is announced, the Archdeacon will contact the PCC to arrange a date for a preliminary meeting of the PCC, referred to as a Pre-Section 11 Meeting. The Archdeacon will explain the PCC's role in the appointment process, outline an approximate timetable and explain the agenda for the subsequent formal Section 11 Meeting. It is possible that the Bishop and/or the Area

Dean will also attend this meeting. This meeting usually happens after the previous incumbent has left.

3.4 Meetings with the outgoing incumbent

The meetings that the outgoing incumbent (priest) is invited to engage with are as follows:

- A Ministry meeting – this is held with the Archdeacon to review the parish's mission and ministry to pass on thoughts regarding past and emerging challenges and opportunities, and to provide a short, written summary of their incumbency. Any current safeguarding issues should be reviewed using the Parish Safeguarding dashboards.
- A Parsonage meeting – this is held with the Archdeacon and a member of the Diocesan Housing Department where an assessment can be made of any issues with the Vicarage that need attention prior to the move in of a new occupant. It is also possible that there could be a discussion about the suitability and future viability of the Vicarage, especially where it is a large house that is difficult and costly to heat.

3.5 First meeting with Diocesan Housing Department

Once a clear timetable regarding the vacancy has emerged, the Archdeacons should arrange an initial meeting with the Diocesan Housing Department to discuss the need for, extent and timing of repairs/incoming works.

The London Diocesan Fund (LDF) is responsible for the core services of the property i.e., bathrooms, kitchens, showers and ongoing maintenance of the building in terms of walls, roofs and windows, doors (structure). During the vacancy, PCCs are asked to ensure the property is secure as they are responsible for the security of the building and the maintenance of the garden. Internal decorations are the responsibility of the incoming incumbent and the PCC may wish to assist with the cost of these improvements.

3.6 Preparation for the Section 11 Meeting

Before the Section 11 Meeting, and before the Parish Profile is completed, the PCC will usually be invited to undertake Unconscious Bias Training (UBT), which will be facilitated by the Director of Ministry or the Dean of Mission. The Dean of Racial Justice may also be involved.

The Archdeacons can suggest a meeting to look specifically at the Parish Profile before the Section 11 meeting takes place or to suggest that the PCC reconvene following the Section 12 meeting to agree the adjusted profile.

Following completion of the UBT, the PCC should discuss and agree which two lay members should take on the role of Parish Representatives, who will be formally

appointed at the Section 11 Meeting as members of the Selection Panel that will interview the candidates.

The PCC should aim to mirror the diversity of the parish when choosing the Parish Representatives, bearing in mind their UBT and the Area and Diocesan goals to strive for racial justice and to encourage the church to grow younger. A prayerful approach to the selection of the Parish Representatives is encouraged.

The Parish Representatives are members of the PCC, and it should be noted that Churchwardens are often elected to perform as Parish Representatives during the vacancy.

3.7 Section 11 Meeting

The Section 11 Meeting of the PCC could also include the Area Dean and the PCC Lay Chair may attend (but not the Patron or Bishop). It may occur either shortly before the outgoing incumbent's departure, or soon after. The departing priest does not attend this meeting, even if (rarely) they are still in the closing stages of being in post. We would recommend not subjecting candidates to 'all white' interview panels and that thought is given to gender and racial diversity.

The meeting's agenda must include the following:

- The preparation of a statement describing the conditions, needs and traditions of the parish – the Parish Profile (see [4.1 Preparing a Parish Profile and Person Specification](#))
- Appointing two lay PCC members to act as Parish Representatives in connection with the selection process (see below for further guidance)
- To decide whether to request that the Patron considers advertising the vacancy
- To decide whether to request a joint meeting with the Patron and the Bishop (a Section 12 Meeting)
- To decide whether to request a statement in writing from the Bishop (usually to be included in the Parish Profile).

This meeting may also discuss and vote on whether to seek Extended Episcopal Oversight from the Bishop of Fulham or the Bishop of Ebbsfleet or to discontinue such oversight if it is in place under the House of Bishops Declaration on the Ministry of Bishops and Priests, 2014.

3.8 Section 12 Meeting

This is a PCC meeting where the Patron (if no suspension is in place), Area Dean, Lay Chair and senior staff (such as the Bishop and/or Archdeacon) may attend and where the agenda will include the following:

- Review of the Parish Profile with advice from the Dean of Racial Justice and Dean of Women
- Consideration of the appointments procedure under the Patronage (Benefices) Measure 1986.

This meeting can help everyone get a better understanding of what is needed from the new appointee and may begin to discuss the structure of the interview day.

If necessary, each of these meetings can be adjourned and continued at a later date. At the end of the process, a timeline, communications plan and Parish Profile will all have been determined as clear outcomes.

3.9 Preparing for interviews: shortlisting and safeguarding

All applications for the post will be read and discussed in a meeting of the Bishop, Patron (if no suspension is in place), and the two Parish Representatives. The Archdeacon or Area Dean may also be included; however this is unlikely to be the case for every panel. Shortlisting should be completed using 'blind shortlisting techniques' whereby reference to age, address or location, name, years of experience, school or university name are redacted from the applications prior to review and a shortlist of interviewees agreed. This meeting may be held online.

In shortlisting, and during interviews, the panel will follow the national guidance on safer recruitment, which is about ensuring that safeguarding processes are woven into the appointments process to ensure that an appropriate and safe appointment is made.

Interview questions should include assessments of suitability for working with children, young people, and/or vulnerable adults. Sample questions can be found towards the end of this link at www.churchofengland.org/safeguarding/safeguarding-e-manual/safer-recruitment-and-people-management-guidance/section-7.

All Bishops and Archdeacons will complete an e-learning module on Safer Recruitment provided by the national church. During a vacancy at least one of the other members of the interview panel (ideally all) should have completed this training.

Candidates should expect their presence on social media to be viewed and that the interview will include questions related to the diocesan priorities of younger, safer and more racially just.

There is more information about Safer Recruitment and the e-learning module at safeguardingtraining.cofeportal.org.

3.10 Interview day meetings

Before the candidate(s) meet with the panel, they will be offered a tour of the parish and, if possible, the Vicarage. This will be arranged by the Parish Representatives.

The interview panel may include the Bishop, Patron (if no suspension is in place) and the Archdeacon, Area Dean and the two Parish Representatives.

A decision is usually reached at the end of the interview day as to whether to appoint one of the candidates.

The Patron has the right to present the chosen candidate. The agreement of the two Parish Representatives is needed for an appointment to be made. The Bishop, the Patron, and the Parish Representatives have the right to reject any candidate. The Bishop is the only person who can licence the person appointed so they all need to work together to reach a unanimous decision based on objective selection criteria.

If the interview day ends with no appointment being made, the appointment process will be repeated as soon as prudently practical. Given the passage of time and the experience gained there may be changes agreed

for the Parish Profile, the Person Specification and the advertisement before the process begins again.

3.11 Feedback

It is good practice for feedback to be offered to unsuccessful candidates. The feedback in each case should help the candidate to understand how far they met the Person Specification. It should be borne in mind that interview notes and any other notes or communications relating to the individual could be requested by the interviewee by way of a Subject Access Request under the Data Protection Act or be disclosable in subsequent legal proceedings.

Care for unsuccessful candidates should be both pastoral and developmental. Action may need to be taken post-interview to prepare the candidate for other offices and this is best done in the home diocese, perhaps as part of the Ministerial Development Review (MDR)/Continuing Ministerial Development (CMD) process. Good post-interview feedback is needed if this is to be effective.

3.12 The announcement

Even when a candidate has been offered and has accepted the post, it may not be possible to reveal immediately who has been appointed because:

- Appointments are subject to a new DBS check
- The candidate may wish to be allowed a grace period before announcing their departure from the post they are leaving. The standard expectation is that clergy give three months' notice to the parishes in which they hold office
- Where the Patron is the Crown, the initial announcement is made by them.

Confidentiality needs to be maintained by the Parish Representatives and congregations are asked to be patient for this short additional period.

3.13 Second meeting with Diocesan Housing Department

Once an appointment has been made it would be appropriate to organise a further meeting involving the Diocesan Housing Department and an Archdeacon, where the new priest is invited to tour the house and be informed (and invited to comment on) the nature and timing of incoming works.

3.14 The Institution and Induction Service (Licensing)

The appointed Priest, now also known as Parish Priest Designate, and the Churchwardens, in consultation with the Area Dean and the Area Bishop's Office, draw up an order of Service of Institution & Induction or of Licensing. A copy of the service must be sent well in advance to the Bishop for approval. Contact the Area Bishop's Office for payment processing details.

Consideration should be given to extending invitations to the local clergy, so they are aware of the service, with instructions about robing, and also to inviting representatives from the local community. Invitations should include local civic leaders, (deputy lieutenants), MPs and local councilors, other local groups, ecumenical partners, headteachers and faith leaders, always ensuring the diversity of those who are invited.

This is a good mission opportunity and thought should be given to how they can be fully utilised (see appendix 1).

3.15 Induction meeting

The new Priest will be welcomed to the Deanery and its Clergy Chapter by the Area Dean at the induction service. A meeting with the Area Dean will follow shortly after moving in. Meetings will follow with the Director of Ministry and Dean of Mission to discuss support, induction and Continuing Ministerial Development, and emerging plans for mission. At this point, bringing with them their initial observations about the parish and their role, the incoming priest can have input into their Role Description, with a view to this being signed off and the Statement of Particulars issued.

A meeting with the Archdeacon will normally take place at the three-month stage and with the Bishop at the six-to nine-month stage. After that the new Priest takes part in the regular pattern of MDR.

4 Guidance and explanations

4.1 Preparing a Parish Profile and Person Specification

The PCC will be expected to take part in UBT as part of the process unless it has recently had such training. The invitation will come from the Director of Ministry, who can also organise workshops and provide general

advice in this area. The Dean of Mission can also assist in regard to UBT who also encourages the PCC to run the Grow Course with the congregation during the vacancy. Both UBT and the Grow Course can bring new insights and understanding of what the parish may need from the new incumbent, so it's important that this training takes place before the Parish Representatives are appointed, and before the Parish Profile reaches its final form.

The PCC gives final approval to the Parish Profile, but it is helpful and advisable to consult and involve a wide range of people in its preparation. This might be done by asking the congregation to make written comments or by holding one or more church meetings – exploring strengths, challenges, needs, hopes and vision. The Director of Ministry and the Dean of Mission can provide facilitation and input for such meetings.

The Area Dean can work with the PCC in the development of its profile in addition to the Dean of Women's Ministry and the Dean of Racial Justice.

As a number of people will be involved in generating content for the document, it is advisable for the PCC to appoint a small group with the right gifts and skills to work on it to present to the PCC for final approval.

The outgoing incumbent may have some objective information to provide that could be useful to those drawing up the Parish Profile; they should be asked for this before leaving, but it should be clear that they are not involved in the writing or editing of the document.

The information in the Parish Profile is intended to provide the clergy applying for the post with as clear and accurate a picture as possible of the current life of the wider parish and the local church, and of its aspirations for the future.

It will be helpful to consider the following questions while compiling the Parish Profile:

- What is distinctive about this parish?
- Where would we like the parish to be in five years?
- How does the parish sit within the broader context of its most immediate community and wider setting?
- How is the parish responding to the Diocesan Vision 2030 and Area Vision for the year and especially its stated goals to become younger, safer and more racially just?

It will then become possible to draw up a statement of the qualities, gifts and attributes which the parish discerns are needed in the next minister in charge and the particular challenges and opportunities that will face them. It is also important to take active steps to increase the range of candidates and consider

the attributes of those who do not share the same characteristics as the outgoing minister. In particular, attention should be paid to gender, race and disability as these can so easily be overlooked in the absence of intentionality.

The Parish Profile should include:

- A description of the population, size, nature, and features of the parish
- A report or analysis regarding the parish's efforts to pursue diversity and inclusion in its congregation and leadership
- A reflection on the parish's efforts to advance ministry to young people and to involve them directly
- A statement on how the parish has approached growth initiatives
- A reflection on strengths, weaknesses, opportunities, and challenges of the parish
- Links to the parish's website(s) and social media accounts
- A description of the church(es) and other buildings and properties, of their state of repair/short term needs and of their relevance to mission and ministry (including a brief description of the Vicarage)
- Up-to-date parish photographs/visuals
- A list of services (days held, forms and style of services, average attendance)
- A note of ordained and lay ministers, staff colleagues (if any) and key volunteers
- Details of the nature of the congregation and a timeline of its growth trajectory with particular regard to its racial diversity and its age profile and trend line
- Average number of occasional offices and forms of preparation (for baptism, confirmation and marriage) and follow up
- The nature and extent of lay leadership and involvement in mission and ministry
- Information on any church schools associated with the parish
- A list of church activities and groups, including courses run and training opportunities
- Details of parish finances, including a link to www.london.anglican.org/support/finance/annual-accounts
- A mention of other churches in the parish and ecumenical links and activities
- A note of other establishments and institutions in the parish, including local government, and the nature of engagement and involvement with them
- The nature and extent of pastoral ministry within the parish
- The nature and extent of mission and evangelism

within the parish

- The nature and extent of the parish's involvement in collaboration with other parishes within and beyond the Deanery

This list is not exhaustive! You may want to include other information that encapsulates the vision of the church for its next stage or state clearly that you would want to seek a priest to help them with the discernment of that vision. The most important thing is to set out the main priorities and help to give focus to those who might want to apply, to discern if they could thrive in this setting.

A Person Specification is also included with the Parish Profile. This sets out what sort of person is needed for this post, in terms of experience, particular skills and interests, tradition, vision and future development. This helps clergy to work out whether this is a possible next step for them in their ministry and the specification is also used as a basis for questions in the interview process.

Recent Parish Profiles and Person Specifications can be seen at www.churchofengland.org/sites/default/files/2019-03/guidance_on_writing_role_descriptions_%281%29.pdf for reference purposes.

4.2 Suspension of presentation

Under certain circumstances, such as pastoral reorganisation (the formal process of making changes to structure, geography, team, incumbents etc. which is governed by the Mission and Pastoral Measure 2011), the Bishop may suspend the Patron's rights of presentation for up to five years. In this case an incumbent will not be appointed. Instead, the Bishop will normally appoint a Priest-in-Charge until the suspension is lifted.

Although a Priest-in-Charge is legally different from an incumbent, the responsibilities in the parish are identical. New appointments to either office is now made under 'common tenure' and most parishioners are unlikely to know that there is any distinction between them.

If presentation is suspended, the usual provisions of the Patronage (Benefices) Measure 1986 will not apply but the Bishop will try to follow the spirit of the measure and consult the Patron, the Archdeacon, the Area Dean as well as the people of the parish in the process of making an appointment.

4.3 Appointment by nomination

In certain circumstances, such as for example when the Bishop is also Patron of the parish, the PCC may decide, after due deliberation and diligence, to petition the Bishop to appoint a specific named minister to be in charge of the parish. In other words, asking for someone known to them or to the Bishop, to **Appointment process (incumbent/incumbent status) handbook** January 2024

be appointed without advertising the post. The Bishop may decide to agree and nominate the proposed candidate to the post. While this route may shorten the appointment process substantially (and means that it won't be necessary to prepare a full Parish Profile) the legal steps including the Section 11 Meeting, will still need to be taken.

When an appointment is made by nomination, whether by request from the parish or a patron, there must still be a fair process which follows best practice and has objective criteria. Where a parish has been suspended, the Bishop may nominate a candidate to be the minister in charge for a time-limited or interim period. In such cases this could be followed either by a request to nominate for the permanent post, or an open appointment process following the routine pattern of preparing a Parish Profile, advertising, and interview etc.

4.4 Extended episcopal oversight

Extended episcopal oversight is provided by the Bishop of Ebbsfleet and the Bishop of Fulham. This is available to parishes where resolutions have been passed stating that the ministry of women as priests and Bishops is unacceptable to the congregation.

- Where these resolutions are already in place, there is a requirement during a vacancy to revisit the decision previously taken
- Where the resolutions are not in place, but a congregation wishes to adopt them during a vacancy, the appropriate consultation and voting needs to take place.

Advice in both situations should be sought from the Archdeacon, and from either the Bishop of Fulham's office or the Bishop of Ebbsfleet's office.

There are guidance notes for resolution parishes that are vacant on the Bishop of Ebbsfleet's website at bishopofebbsfleet.org/guidance and there is a booklet, *Vacancies in Society Parishes: Advice from Forward in Faith*, which is available to download from the Forward in Faith website at www.forwardinfaith.com/uploads/vacancies_in_society_parishes_-_FOR_PRINTING.pdf.

In either case, it is important that the processes are followed correctly. It is advisable to ask for help and advice, especially when a congregation wishes to make changes to the existing situation during a vacancy (See Ecclesiastical Offices (Terms of Service) Measure 2009, which provides for the appointment and termination of office and for the making of Regulations on various different matters.).

4.5 Safer recruitment

Safer recruitment is about building in measures to reduce the risk of appointing people who constitute a risk, and to ensure that those who are appointed are aware of the importance of safeguarding and their

responsibility for ensuring good safe practice within the church.

We can never be entirely certain about a person's character; however, to mitigate risk we can make sure that particular aspects of character are explored in interview and in taking up references. These include personal integrity, care, compassion and sensitivity towards others, particularly people who are vulnerable or may be at risk in some way, and a concern for good, safe practice. Candidates will also be expected to demonstrate that they are self-aware, understand power dynamics and grasp the importance of boundaries for the safety of others and for their own safety.

None of this should be new to clergy because of the initial discernment process, training and ministerial experience; however the appointment process provides a fresh opportunity to assess candidates' attitudes and approaches to safeguarding, and their continuing engagement with good safeguarding practice as well as the use of the Parish Safeguarding dashboard.

Interviews should include open questions and interviewers should not be too quick to fill silences; people who have ill-intent are often well versed in saying the right thing, at the right time, so look for authenticity. What are people saying? What are they trying to convey? Look at intent not just their presentation style.

It is also important to look for any gaps in the person's professional journey, or for short-term appointments without an obvious reason for moving on. As part of your safer recruitment process, you are encouraged to ask questions about such gaps or moves and to be alert to possible misconduct or patterns of inappropriate behaviour.

The new guidance is now available on the Church of England website at www.churchofengland.org/safeguarding/safeguarding-e-manual/safer-recruitment-and-people-management-guidance.

The National Safeguarding Team have also developed a Safer Recruitment e-learning module that is available on the Safeguarding Training Portal at safeguardingtraining.cofeportal.org.

This module will be completed by all Bishops and Archdeacons, and when a parish is appointing a new incumbent, they should ensure that at least one member of the panel – ideally all of them – has completed this training.

4.6 People involved and who does what?

There are a number of people with specific responsibilities for the process and these are:

- The Bishop
- The Patron

- The Archdeacon
- The Parish Representatives
- The Area Dean
- The Director of Ministry/Dean of Mission
- The Anchor Priest
- The Diocesan Housing Department.

Bishop

- Oversees the process to ensure the person licenced is the person they believe under God is the right appointment for the parish and the area for the duration of the licence
- Consults with the PCC and Parish Representatives
- Liaises with the Patron
- Exercises judgment on whether to pursue suspension of presentation, appoint an interim minister or explore pastoral reorganisation (changing benefice boundaries)
- Might chair the Section 12 Meeting
- Is on the shortlisting and interview panel.

The Bishop's office engages with PCC and Patron in guiding the appointment process and its timing, liaises with the Registrar, monitors the administration of applications and shortlisting, and supervises the necessary DBS and identity checks on the day of interview.

Patron

Patrons may exercise their responsibility in a variety of ways. Some enjoy being very involved in the process, others will be supportive and will turn up for the induction service but prefer to step back from the process. Those who chose to stay involved:

- Engage with the Bishop, Archdeacon, Area Dean and Parish Representatives
- Comment on the Parish Profile
- Place the advertisement
- Co-ordinate the shortlisting process and the interview day
- Communicate with candidates both longlisted and shortlisted and with unsuccessful candidates after interview
- Are on the shortlisting and interview panel
- Attend the service of induction and licensing when the new appointment has been made.

Archdeacon

- Joint sequestrator at Pre-Vacancy, Section 11 and Section 12 Meetings
- Might chair the Section 12 Meeting
- Housing and sequestration – housing check-out and exit paperwork. Sequestration account with the PCC and Area Dean during the vacancy
- On the shortlisting and interview panel.

The Archdeacon's office supports the Archdeacon in the exercise of their duties.

Parish Representatives

- At Section 12 Meetings
- May provide input to Parish Profile preparation and editing
- Report to the PCC on progress while maintaining confidentiality as needed
- Are on the shortlisting and interview panel.

Area Dean

- Joint sequestrator at Pre-Vacancy, Section 11, and Section 12 Meetings
- May provide help and advice on Parish Profile preparation and editing
- Supports the parish with Sunday cover and occasional offices during the vacancy
- Helps the Churchwardens plan the licensing service.

Director of Ministry and Dean of Mission

- Ensures UBT is engaged with by the PCC
- Where requested, provide facilitation, support and inspiration to the PCC in the Parish Profile writing process
- Help with Sunday cover and occasional offices where possible

Diocesan Housing Department

- Establishes/maintains good relationship with the Churchwardens throughout the vacancy
- Keeps PCC/Area Finance Advisor in the loop regarding works on the Vicarage and letting arrangements
- Consults with the new priest at an early stage regarding incoming works

5 Useful information for parish life during the vacancy

There are lots of things to be taken care of in a vacancy, and it can be difficult to know what needs to be done and what can be left for a while. It's very important to recognise that safeguarding, the pastoral care of the congregation, financial concerns, and the fabric of the church and Vicarage are not things that can be left for a while! Please think about how you are going to keep an eye on these matters during the vacancy and see below for advice and who to ask for help.

5.1 Responsibilities

It is the responsibility of the Churchwardens and the Area Dean, who are formally the sequestrators of a benefice during a vacancy, to maintain the life, worship and mission of a parish during the vacancy. This responsibility begins from the date of resignation or retirement of the incumbent, or their last Sunday if

earlier. The sequestrators are the Bishop's officers in the parish during the vacancy. The Area Dean should be in touch with the outgoing priest and the churchwardens at an early stage to ascertain the needs of the parish during the vacancy.

The Bishop may ask a priest who is already licenced to the benefice to take charge for the duration of the vacancy. Self-supporting ministers attached to the benefice may also be able to help with the running of the church and its services, but only so far as their other responsibilities allow.

Where the Bishop appoints a minister in charge for the duration of the vacancy, that person takes the chair at PCC meetings. Otherwise, the elected Lay Vice-Chair takes the chair.

A Curate continuing in training in the parish in their Title Post during a vacancy should not be seen or treated as a minister in charge of the benefice nor have such expectations placed upon them, nor are they to chair PCC meetings. The responsibility for making arrangements for the curate's continuing training and supervision during the vacancy rests with the Director of Training.

5.2 Safeguarding

It is particularly important that all safeguarding procedures remain up to date during a vacancy, including DBS checks and safeguarding training.

The Safeguarding Officer and Churchwardens liaise with one another regularly to ensure this happens. In the event of any safeguarding concerns arising during the vacancy the Safeguarding Officer should liaise with the Churchwardens, the Archdeacon and, if necessary, the Diocesan Safeguarding Team. If in doubt, or wanting advice, please contact the Diocesan Safeguarding Team.

Church wardens must ensure that officiating clergy and Readers hold the Bishop's licence or Permission to Officiate (PTO) in this diocese and that their DBS and safeguarding training and Parish dashboard remains up to date.

5.3 Services

As far as possible, services should continue as previously. The Area Dean will advise on clergy to cover normal services and Occasional Offices.

The Churchwardens will need to check that the following are covered: Sunday Services, Festivals, Weekday Services, Baptisms, Weddings, Funerals, Home Communion and calling of Banns. It is also possible to have cover from outside the diocese once the necessary checks have been made.

You might also want to think about how the church might be kept open or opened at particular times during the week.

5.5 Registers and files

Church registers must be maintained and updated (services, confirmations, baptisms). On no account should any physical files or church registers be removed from the church or parish office. The Churchwardens and Area Dean as the sequestrators are responsible for safeguarding confidential documents or files relating to the parish left in the parsonage house, parish office or vestry. Normally, such documents or files should be kept locked in a secure place to which the Area Dean may have access.

5.6 Pastoral care

If there are no existing arrangements in place for the pastoral care of the congregation because it was something the incumbent always did, it will be helpful if the PCC discusses this and works out a strategy for maintaining contact with members of the congregation and providing care and support when necessary. It is easy to 'lose' people during a vacancy and those used to regular visits and home communion may be very easily overlooked.

5.7 Finance

If you need advice on financial matters, please contact the Area Finance Advisor.

- Common Fund payments continue to be made in relation to a clergy post even while vacant
- The Churchwardens should liaise with the Parish Treasurer to ensure that a separate vacancy account (often known as a sequestration account) is kept to record income and expenditure explicitly related to the vacancy. At the end of the vacancy the income and expenditure are totalled up, and if it is in surplus, the money should be sent to the Diocese, but if it is in deficit, the Diocese will refund the balance
- Payments to the Diocese in regard to Occasional Services must be maintained.

5.8 Parish meetings

PCC meetings and the Annual Parochial Church Meeting (APCM) and Meeting of Parishioners must take place as normal and should be chaired by the elected lay vice-chair of the PCC, unless the Bishop has appointed a Priest-in-Charge for the duration of the vacancy.

The Area Dean should be kept informed of important matters relating to parish meetings and can be invited to the Annual or Extraordinary Meetings if this would be helpful, though the presence of the Area Dean is not necessary for Annual or Extraordinary Meetings to take place.

5.9 The Vicarage/parsonage house and church buildings

Any lodgers or tenants of any part of the Vicarage/parsonage house and its premises must be given notice by the outgoing priest and the latest date for leaving must coincide with the resignation/retirement date of the incumbent.

When a vacancy occurs because of the death of the priest, a widow or widower is entitled to remain in the Vicarage/parsonage house for at least three months.

The Churchwardens are responsible for the security of the Vicarage/parsonage house. They should retain the keys and arrange for the house to be checked regularly for possible break-ins and for post. The Diocesan Housing Department provides further guidance; it should also be informed in writing where the key of the parsonage house may be obtained. They may be involved in maintenance work on the Vicarage/parsonage house, which may be commercially let during the vacancy.

The care of the church building and any other property needs to be continued. A monthly walk round to check gutters, drains, and any other 'risk' points is a fairly easy way to see that all is well. If there are concerns about the buildings, please raise these with the Archdeacon.

5.10 Before the new priest moves in

The PCC has to make sure that the gas, electricity and any other meters are read, and that the telephone bill and other bills are put in the name of the incoming minister, who is responsible for any bills from the day of their occupation of the parsonage.

It might also be helpful to run a critical eye over the state of the house and the garden. Could it do with a good clean? Does the grass need cutting or the hedge trimming?

Part II Considerations for the Bishop, the Archdeacon and the Bishop's staff

Areas for consideration	Bishop	Bishop's office	Archdeacon	Area Dean	Patron	Parish Representatives	Panel*	Director of Training	Area Finance Advisor	Dean of Mission
<i>*Panel consists of the Bishop, the Archdeacon, the Area Dean and Parish Representatives</i>										
1 Being proactive on racial justice										
UBT at the PCC										
- Explore timing of and attendance at previous UBT sessions								•		•
- Organise new UBT session before Section 11 Meeting								•		•
Addressing injustice: staffing, vocations, volunteers etc										
- Review racial diversity in each of the above over the previous incumbency, discuss and reflect with PCC								•		•
- Consider targets for next season								•		•
- Undertake inclusive advertising								•		•
Addressing accessibility: buildings, services and programmes			•							
Congregation reflective of context?										
- Ward statistics for the parish										•
- Historical trends in the congregation										•
- Reflection and analysis on possible reasons for divergence				•						
- Setting potential targets to redress imbalance				•						
2 Being proactive on 'safer'										
Check compliance with Safer Recruitment		•								
Ensure that at least one member, but preferably all the interview panel, has completed the e-learning module			•			•				
Forensic take-up and research of references			•			•				
Emphasis at interview	•									
- Interrogate enabling of culture change	•									
- Propose scenario(s) and seek response	•									
- Young people and vulnerable adults	•									
- Red lines: pass/fail	•									

Areas for consideration	Bishop	Bishop's office	Archdeacon	Area Dean	Patron	Parish Representatives	Panel*	Director of Training	Area Finance Advisor	Dean of Mission
<i>*Panel consists of the Bishop, the Archdeacon, the Area Dean and Parish Representatives</i>										
3 Being proactive on “younger										
Specific ask on advert	•				•	•				
Invite young people to write a section of the Parish Profile						•				
Involve young people in watching and commenting on the candidates' pre-recorded short sermons pre-interviews						•				
Specific line of questioning in interview, for instance:							•			
- How would you grow the church younger?							•			
- What degree of agency would you be prepared to offer young people in worship and more generally?							•			
Track record and application form responses		•			•					
4 Recognition of the difference in dynamics between vacancies which are well trailed in advance (for example due to known retirement dates) and those which arise relatively unexpectedly										
Well-trailed vacancy:										
- PCC growing into a settled view of what they want/expect – are they challenging themselves enough as they commence the Parish Profile project?	•		•		•					
- Same course with adjustments? Or U-turn – kicking over the traces? Question any sudden violent alterations of direction				•				•		•
- Word-of-mouth awareness of impending vacancy: how much has this already been talked about in 'inner circles' related to the status quo ante (and is this a bad thing and, if so, why?)	•		•	•						
- Consider adjusted timing for process to allow distanced objectivity	•					•				
5 Organising prayer										
At parish level						•				
At area/Bishop's staff level	•			•						
With Patrons	•									

Areas for consideration	Bishop	Bishop's office	Archdeacon	Area Dean	Patron	Parish Representatives	Panel*	Director of Training	Area Finance Advisor	Dean of Mission
<i>*Panel consists of the Bishop, the Archdeacon, the Area Dean and Parish Representatives</i>										
6 Reflecting on the Parish Representatives' role and best guidance/practice on their selection										
From PCC	•									
Not to be appointed before UBT								•		•
PCC to take the diocesan goals of 'racial justice' and 'younger' into consideration when appointing the PRs	•							•		•
- Note that the diversity of the Parish Representatives may be the only degree of freedom there is to increase the diversity of the interview panel								•		•
Asking for testimony from ex-Parish Representatives (from another parish recently emerged from vacancy) to be shared at the Pre-Section 11 Meeting prior to appointment	•									
Bishop's input early in the process and before the selection of Parish Representatives	•		•	•						
Supporting Parish Representatives when under pressure to share information	•		•	•						
7 Recognising the key nature of the early meeting(s) and the particular significance at the outset of the Bishop's discernment and the Archdeacon's and other Bishop's staff encouragement				•				•		•
Investing in these meetings and researching in advance:	•			•						
- Morale in the PCC and the congregation, sense of calling to 'something new' or 'more of the same'	•			•						
- State of buildings, finances; other challenges	•									•
- Any ingrained power bases or centres of entitlement?	•									•

Areas for consideration	Bishop	Bishop's office	Archdeacon	Area Dean	Patron	Parish Representatives	Panel*	Director of Training	Area Finance Advisor	Dean of Mission
<i>*Panel consists of the Bishop, the Archdeacon, the Area Dean and Parish Representatives</i>										
8 Dovetailing with the Diocesan and Area 10-year Strategy										
Parish prospects and viability									•	
- Multiplication/growth and vocations track record									•	
- Common Fund offers/payments compared to parish costs; trajectory over time; extraordinary events									•	
Financial detail: review and summarise										
Loans: diocesan, area – performance, purpose? Any outstanding?			•							
- Financial statements				•		•		•		
- Reserves						•				
Buildings: state, anticipated needs over time, urgency				•						•
Passions and Gifts of congregation				•				•		•
Determination, grit and perseverance for the future	•									
- Parish's understanding of Diocesan Strategy	•									
- View of its strengths and weaknesses	•									
Views on pastoral reorganisation possibilities	•									
9 Forming a view on a desirable skillset for the new post-holder	•		•							
Relate this to the Person Specification drawn up by the parish	•		•							
HR insights: people and project management	•		•							
Reading into an application:										
- 'Between the lines' of what has been written or omitted							•			
- Assessing previous experience							•			
Determining the need for additional questions on the application process forms							•			
10 Involving Extended Episcopal Oversight	•									
Engage with the Bishop of Fulham/Bishop of Ebbsfleet regarding process and its progress throughout all stages	•									
Share this table of considerations with them	•									

Part III

Checklist

Please note that each Episcopal Area operates this process in its own particular way, and this is a check list of what needs to be done. The order may vary. Where a part of process is mandatory under Measure or Law, it is highlighted in **bold**. Cross references to forms are highlighted in *italic*. What is vital is that those charged with overseeing appointments should check that each stage in the process has been completed, or, if not, that it is legal and appropriate to omit or vary a particular stage.

Action	Completed
Stage 1 Resignation of previous incumbent	
1.1 Bishop notified of impending vacancy	
1.2 Bishop can notify Patron (informally, courtesy only) and registry of impending vacancy	
1.3 Incumbent sends written notice (three months, though can be waived) to Bishop	
1.4 Departure of previous incumbent announced in the parish	
1.5 Bishop or Archdeacon arranges to see outgoing incumbent for exit interview (see Departure Procedure <i>[Form 2]</i>) and alerts Diocesan Housing Department	
1.6 Bishop/Archdeacon/Area Dean arranges date to see Churchwardens/PCC re vacancy	
1.7 Relinquishment of Appointment form (<i>Form 1</i>) circulated for outgoing incumbent	
1.8 Area Dean arranges date to see Churchwardens to talk through care of parish during vacancy	
1.9 Discuss interim work and UBT with PCC	
Stage 2 Consideration of suspension or restriction (where appropriate)	
If suspension or restriction is not to be considered, go straight to Stage 3	
2.1 Inform Pastoral Secretary and place on agenda of Area Council	
2.2 Area Council considers suspension or restriction and makes recommendation	
2.3 Meeting with PCC under the provisions of the Mission and Pastoral Measure (if requested)	
2.4 Notice signed by Bishop	
2.5 Bishop decides whether and how to appoint Priest-in-Charge	
If Bishop decides to use advertisement/interview procedure, continue to Stage 3 (but without the formal paperwork) If Bishop decides to nominate, inform Patron and go straight to Stage 6	
Stage 3 Sorting out timetable and parish statement	
3.1 Bishop/Archdeacon/Area Dean meets Churchwardens and arranges draft timetable (which has to all take place within a period of six months from the start date) including Section 11 and Section 12 Meetings and Appointment Day. Issues pro forma for Statement of Conditions, Needs and Traditions (<i>Form 3</i>) and other guidance (e.g. <i>So, the Incumbent's Leaving</i>). Also decides what level of contact with PCC/Wardens is necessary and what support is needed	
3.2 Bishop releases <i>Form 30</i> to Registry not later than the vacancy date (day on which the benefice becomes vacant). Bishop specifies start date , which must be within three months of the vacancy	
3.3 Patron sends <i>Form 15</i> or <i>Form 16</i> to Registry as necessary	
3.4 Registry issues <i>Form 31</i> and information to Patron and PCC Secretary	
3.5 PCC holds Section 11 Meeting	

Action	Completed
3.6 PCC sends Parish Profile to Patron and Bishop	
3.7 PCC sends <i>Form 34</i> to Bishop, Patron and Registry	
3.8 Bishop produces own statement if requested by Section 11 Meeting to do so	
3.9 Archdeacon and/or Diocesan Housing Department may visit property to identify ingoing works (see also 7.9)	
Stage 4 Section 12 Meeting and procedure for filling the post	
4.1 Bishop, Patron, [Archdeacon], Area Dean, Deanery Lay Chair attend S12 Meeting with PCC, and engage in detailed inquisition of Profile and Bishop's Statement	
4.2 Agree with PCC how post will be filled – advert and interview, or nomination?	
4.3 Following Section 12 Meeting, PCC send final amended version of profile to Bishop and Patron	
If filling the post by advertisement/interview procedure, continue to Stage 5 If filling the post by nomination of Patron and/or Bishop, go straight to Stage 6	
Stage 5 Nomination of candidate from advertisement: shortlist and interview	
5.1 Agree timetable for advertisement, closing date, shortlisting and interviews. Agree membership of interview panel. Agree role description and Person Specification	
5.2 Set up practical arrangements for Appointment Day with Parish	
5.3 Agree advertisement with Patron and Parish Representatives – including who pays – and place with <i>Church Times</i> , diocesan website, other websites and other London Bishops as required. If a PCC Resolution under the House of Bishops' Declaration is in place, ensure that this information is included in the advert. Diocese of London statement about applications welcome from women and those from a GMH/UKME heritage should also be included, suitably tweaked. It should also include a statement that 'All appointments are subject to acceptable pre appointment checks, including a satisfactory Enhanced DBS Check'. Record of adverts placed should be kept at this stage	
5.4 Produce application pack, to include: Covering Letter with Statement about rehabilitation of offender's policy (Form 12); Confidential Declaration (Form 13); Application (Form 6); Parish Profile; Role Description and Person Specification; Parish Map; Access to Work grant possibilities; and any background briefing material from Bishop/Archdeacon	
5.5 At closing date, check applications against the Archbishops' list to exclude those under discipline	
5.6 Circulate applications to shortlisting panel (whether shortlisting by meeting or by email) with appropriate guidance about confidentiality (detach Sections 9 and 10 of the application form before circulation)	
5.7 Where applications are received in which a disability is declared, consider contacting the Diocesan Disability Ministry Enabler and involve them in the shortlisting process	
5.8 Agree shortlist – a shortlisting grid may be useful for this process. If there is a role description, shortlisting should address the criteria contained in it. Notify shortlisted candidates of Appointment Day arrangements, ask if the applicants have any access requirements, remind them they will be asked safeguarding related questions at interview and ask them to bring Right to Work documentation (see Form 4) with them to Appointment Day	
5.9 Notify those not shortlisted. Summary record of shortlisting decisions should be kept at this stage	
5.10 Take up references and get Clergy Current Status Letter (Form 10) from relevant Bishop. Oral references may also be sought. All appointments are subject to the completion of satisfactory pre-appointment checks and procedures.	

Action	Completed
5.11 Appointment Day: check eligibility of candidates to work under Prevention of Illegal Working regulations (Form 4, Appendix 2) . Agree interview questions. Tour of parish and parsonage, interviews. Ensure no inappropriate questions from Parish Representatives or Patron. Interviews must explore issues relating to safeguarding and promoting the welfare of children, young people and vulnerable adults and demonstrate a commitment to racial justice. Possible opportunity to meet wider group of lay members of parish. Agree preferred candidate. Summary record of decisions of interview panel should be kept at this stage	
5.12 Notify successful candidate (by phone, usually) and get oral acceptance	
5.13 Arrange for retention of documents and follow-up as specified in Prevention of Illegal Working documentation	
Go straight to Stage 7	
Stage 6 Nomination of candidate by Patron/Bishop	
6.1 Circulate CV, completed application form and other relevant paperwork on candidate	
6.2 Take up references and get Clergy Current Status Letter (Form 10) from relevant Bishop (see also stages 5.5 and 5.10 above)	
6.3 Arrange for candidate to meet Parish Representatives formally or informally. Possible opportunity to meet wider group of lay members of parish	
6.4 Confirm with candidate (by phone, usually) and get oral acceptance	
Stage 7 Formal post-appointment process	
7.1 Write formal appointment letter to successful candidate (Form 11), enclosing Privacy Notice (Form 14) and formal Statement of Particulars under Common Tenure (which needs to be agreed with Human Resources (HR)) (Form 9). Appointment subject to DBS check and Right to Work check, to be arranged with Bishop's office. Include reference that the Diocese supports Access to Work grant applications.	
7.2 If need for sponsorship and/or Archbishop's Overseas Permission has been identified at stage 5.10, check with HR and Church House respectively, and set in train	
7.3 Write to unsuccessful candidates and offer feedback	
7.4 Invite successful candidate into office to complete DBS application and check completeness of Right to Work documentation (Form 4)	
7.5 Exchange Form 36 and Form 37 (and Form 38) where applicable	
7.6 Agree date for announcement in sending and receiving parishes, subject to receipt of unblemished enhanced DBS disclosure	
7.7 Agree date for collation/institution/licensing with candidate, Patron, Parish, Archdeacon and Area Dean	
7.8 Circulate Notification of Appointment (Form 5) which triggers press announcement and licence documentation	
7.9 Archdeacon and Diocesan Housing Department liaise with new incumbent over ingoing works (or see stage 3.9)	
7.10 Finance Department requests bank details from new incumbent and sends removal grant and other grant details	
7.11 Registry sends Form 17 to PCC Secretary for display	
7.12 Request blue file from sending diocese where applicable	
7.13 Bishop/Archdeacon's office sends removal and resettlement grant claim form (Form 7) to new incumbent	
7.14 Send collation/institution/licensing service template to Parish and new incumbent	

Action	Completed
7.15 Area Dean/Area Bishop's Office prepares draft service in consultation with Parish and new incumbent and clears with Bishop's office and advises parish on invitees and invitations. (See appendix 1 ways to consider mission opportunities of the licensing).	
7.16 Registry sends licence and documentation to Bishop's Office. Bishop's Office checks paperwork on receipt from Registry	
7.17 If no candidate has been appointed within 18 months of the start date, patronage lapses to the Bishop of London. Liaise and return to Stage 5 or Stage 6. Note that the Bishop has to agree the appointment and write the final appointment letter , and this will need to be tied into the documentation of the formal appointment process at Stage 7.	
7.18 Archdeacon provides new incumbent with Welcome Pack	
Stage 8 Post licensing	
8.1 Director of Training (in liaison with Bishop) allocates peer mentor/work consultant to new incumbent	
8.2 Bishop meets with new incumbent to begin induction programme	
8.3 Safeguarding learning is mandatory for all posts	
8.4 Area Dean welcomes new incumbent to Chapter	

Appendix 1 Mission Opportunities of the Licensing Service

Parishes are encouraged to give some thought to some of the following points where applicable:

- How to make the most of the licensing from a congregational point of view. Are there children or young people who might like to be involved (doing a reading, being part of a team leading prayers, coming up to say welcome)?
- How would it be best to spread the word within the congregation? This is also a great opportunity to gather people who might not have been to church for a while, or people who have a loose connection with the church who might be glad to be remembered.
- In sharing out the small number of roles (readers, intercessors) are there ways to represent the church community as a whole?
- Hymns and music - good for there to be a conversation between the incoming person (to be licenced) and the parish. The conversation could cover choice of hymns and who will be involved in the music during the service.
- Invite all the clergy of the Deanery, with as much advance notice as possible. The Area Dean can assist with the circulation.
- Decide on instructions for robing. If clergy are robing, they will need somewhere to do that before the service starts, and somewhere to sit in the church during the service.
- There is a point in the service when people from the congregation and from the wider neighbourhood can come up and give a short welcome. This is a great mission opportunity. Think about any key groups within the congregation and make the most of wider links. People, institutions, ecumenical links, representatives of other faiths, schools, local councilors, those involved in healthcare and community work, close partnerships (e.g. Night Shelter, user groups). There is a balance to be struck – this part of the service can't be too long, but a small group of well-chosen people can really strengthen the role of the church in the wider neighbourhood and assist the incoming person in forging some new relationships.

Examples of people who have been involved in licensing services also include:

- funeral directors
 - heads of local traders' associations
 - community police
 - local firefighters
-
- Refreshments afterwards.

Anything else that makes the occasion as a whole as hopeful and joyful as possible.



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