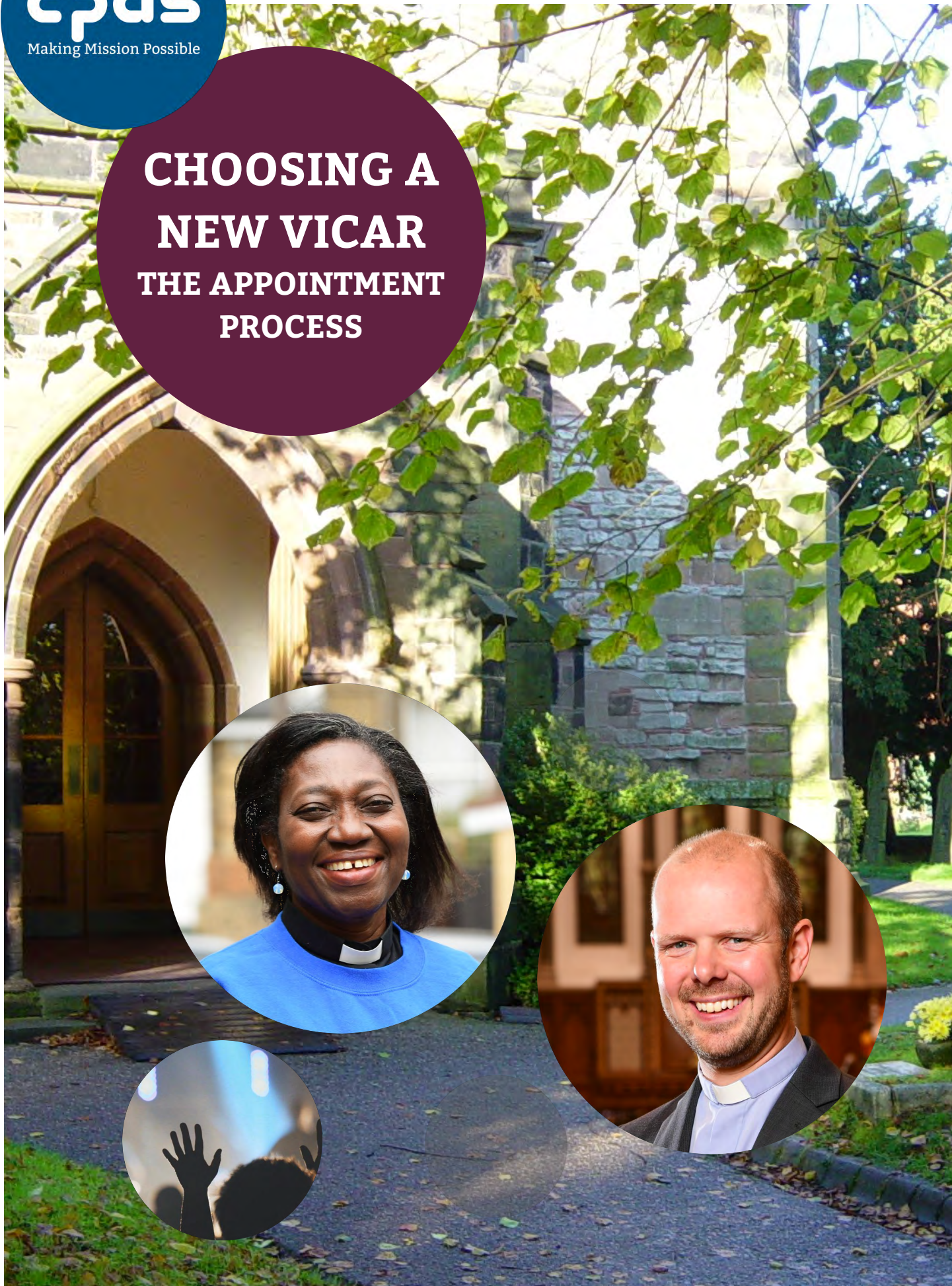




**CHOOSING A  
NEW VICAR  
THE APPOINTMENT  
PROCESS**



# VACANCY – AN INTRODUCTION

Your vicar is leaving and you are going to have to guide your parish through a vacancy. Although you may feel anxious about the vacancy, it can often be a time where God moves powerfully in significant ways in a congregation. See page 24 for the CPAS booklet Growing through a Vacancy.

No doubt you have already had conversations with your Archdeacon and Area Dean about how to manage once you have had the farewell celebrations and said the goodbyes. You have the rotas organised, and now it's time to think about choosing a new person to lead your parish.

For the Church of England, choosing a new incumbent (vicar, rector or priest-in-charge) is a complicated process, shaped by a long history as well as current legislation. One might be tempted to think that one would never organise it this way if starting from scratch – but the process given us by history has some very strong and helpful features. This guide aims to give you a clearer understanding of the process you are now entering.

## A Tripod or Three-Legged Stool

It is well known that a tripod offers a stable base, however bumpy the ground. Like several other systems for appointing public leaders, the Church of England appointment process is supported by three different groups of people, each of whom have something important to offer and who between them create a strong and resilient process.

**The PCC** know the immediate context intimately. That knowledge is brought to bear in the production of a parish profile illustrating the realities, needs and opportunities which will face the new incumbent. They are represented by two parish representatives (or Parish Reps) chosen by the PCC from amongst their members who play a full part in the process.

**The Diocese** know the wider, regional context well. They have good experience of the history of the parish and the appointment process. They are a little removed from the immediate dynamics of the parish which can be helpful when there are difficult decisions to be made. They are represented at different times by the Bishop, the Archdeacon, and sometimes the Area Dean.

**The Patron** has a continuing relationship with the parish which grows over time – in some cases for more than a century! The Patron has a responsibility for the continuity of the spiritual life of the parish. In the case of CPAS, with responsibility for nearly 700 parishes across the country they also have wide experience of the appointment process. They bring this knowledge of the national scene and of available candidates – which alongside their independence from local dynamics can be a very helpful contribution to the process. For more on the history of patronage, see page 24 for CPAS Patronage Resource Paper: The Gift of Patronage.

The three parties have three different roles in the process: The Patron nominates or presents the candidate; the Bishop appoints or licenses him or her; the parish receives him or her as their new incumbent.

If all parties agree, there is a very good chance for a successful appointment. The aim of the CPAS Patronage team is to work closely and collaboratively with both the Parish Reps and the Bishop to find an incumbent who will attract the support of all three parties.

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MAY GOD GIVE US ALL THE  
GRACE TO WORK WELL  
TOGETHER TO FIND HIS NEXT  
LEADER – A DISCIPLE OF  
JESUS COMMITTED TO  
HELPING YOU MOVE  
FORWARDS AS YOU FOLLOW  
CHRIST INTO THE FUTURE.

# VACANCY – INITIAL QUESTIONS

## FAQ1: WHEN DOES THE PROCESS BEGIN?

There are three ways the process can begin:

- a. Your incumbent is **moving on**. If this is the case, you have probably been given three months notice, but the first couple of weeks have been taken up with processing your new situation. Your Archdeacon knew as soon as you did, so has possibly already been in touch. Contacting your Patron as soon as possible will be very helpful so that they can explain the process to you and help you shape what happens next.
- b. Your incumbent is **retiring**. You may know about this long in advance. It is still worth letting your Patron know – but the process won't really get going until three or four months before the retirement date.
- c. Your incumbent has **died**. If this is your situation, our prayers are with you in a shocking and very difficult time. Your Archdeacon will be helping you through a very difficult process both for the congregation and for your incumbent's family. Please do let us know, so that we can be supporting you in prayer. The appointment process will clearly be very tough, emotionally, and may take some time to get going, but your Patron will be on hand to support you through it.

## FAQ2: ONE OR MORE PARISHES?

- a. **Single parish** benefices are most likely to have a single Patron. Some (for historical reasons including church planting and pastoral schemes), however, have a specially created parish patronage board which might also include the Diocesan Patronage Board as a member. Others have a collection of individual trustees who operate together as a Patron. The process is simpler for a single parish, as there will only be one PCC involved and two Parish Reps to elect.
- b. **Multiple parish** benefices are much more likely to have joint Patrons or a parish Patronage Board. The process is a little more complicated for the benefice, as each PCC needs to be involved and represented. Agreeing the number of Parish Reps is a conversation to have with the Diocese and the Patrons. Each PCC needs to authorise its contribution to the parish profile; the Section 11 and Section 12 meetings will be joint meetings of all the PCCs. (See pages 10 and 13 for further explanations.)

## FAQ3: ONE OR MORE PATRONS – AND SUSPENSIONS?

The arrangements for patronage have developed in complex ways over centuries, so different parishes have different arrangements, and it will be important to find out the precise arrangement for your parish. With regard to the process, there are two main modes:

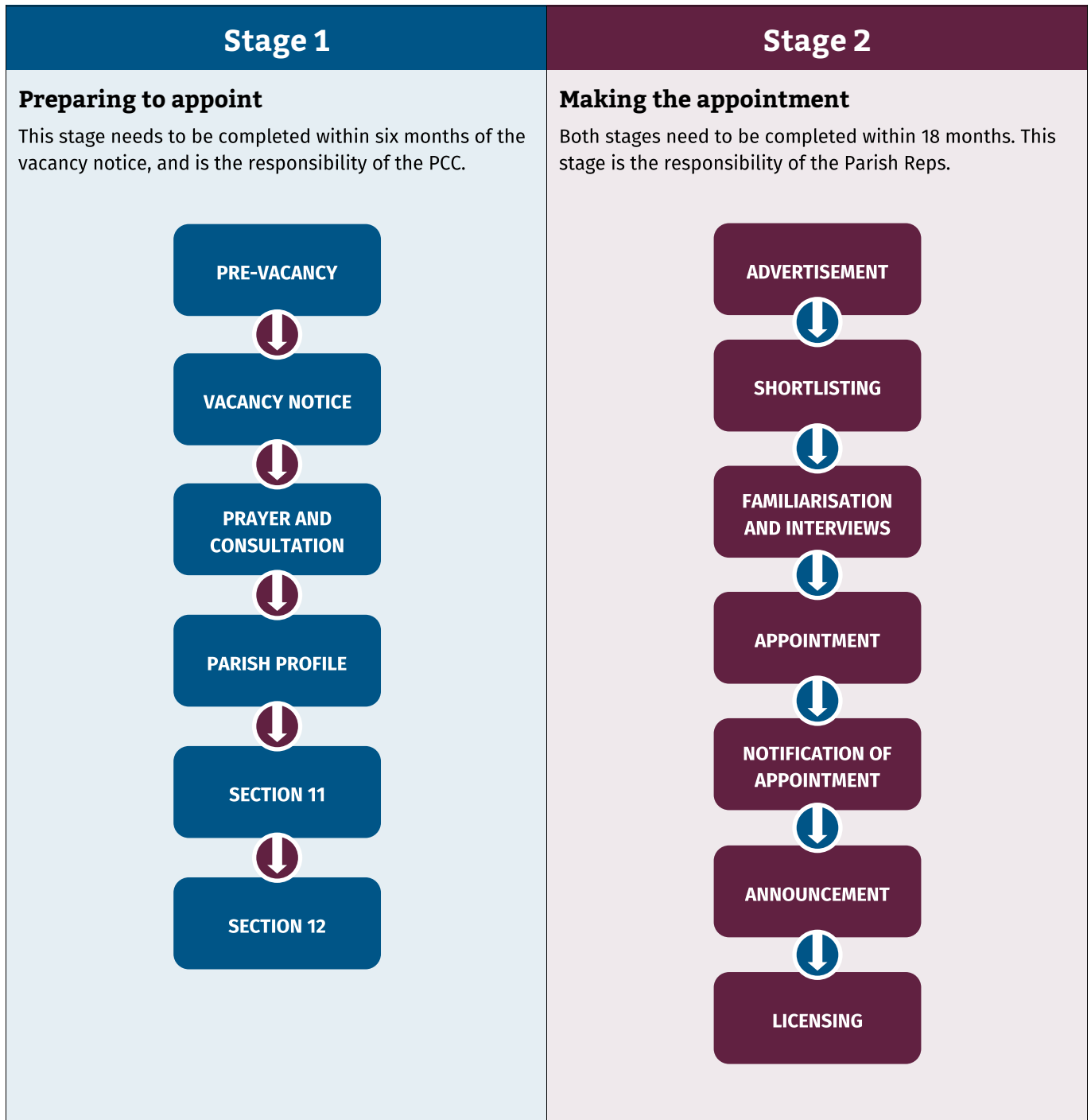
- a. **Sole patronage**. Where there is only one Patron, the expectation is that the Patron, if able to fulfil the responsibility, will steer the process through. If your Patron is one of the five Patronage Trusts overseen by CPAS (i.e. CPASPT, MMT, CTFT, CPT or Peache), CPAS will always look to oversee the process where possible. That being so, we will meet with your PCC before the process begins in order to explain it to you. The rest of this document assumes that CPAS has sole patronage responsibility.
- b. **Joint patronage, patronage boards, suspension**. Where there are multiple patrons or a parish patronage board or the Bishop has suspended the patronage rights of presentation, the process will usually be lead by the Archdeacon on behalf of the Bishop. CPAS will still seek to be involved as fully as possible under the leadership of the Diocese.



# THE APPOINTMENT PROCESS

The process of appointing a new Church of England incumbent is controlled by a piece of legislation called the Patronage (Benefices) Measure 1986. The process has two distinct stages: 1) the creation of the parish profile which sets the context for the appointment; 2) the finding and appointing of the new incumbent.

These two stages are illustrated in the diagrams below; each stage is explained before we focus in on some of the most important milestones and activities of that part of the process.



# THE APPOINTMENT PROCESS

| STEP                                  | EXPLANATION   | PAGE  | OFFICIAL FORM<br>(See page 24) |
|---------------------------------------|---|-------|--------------------------------|
| <b>Stage 1</b>                        |   |       |                                |
| <b>Pre-Vacancy</b>                    | An informal meeting to discuss the process            | 6     |                                |
| <b>Vacancy Notice</b>                 | Formal notice from the diocese initiating the process | 6     | 31                             |
| <b>Prayer and Consultation</b>        | Undertaken by the parish                              | 6     |                                |
| <b>Parish Profile</b>                 | Written by the parish                                 | 6,8-9 |                                |
| <b>Section 11</b>                     | PCC meeting at which profile is adopted               | 10-12 | 34                             |
| <b>Section 12</b>                     | Optional meeting for PCC, Bishop and Patron           | 13    | 35                             |
| <b>Stage 2</b>                        |   |       |                                |
| <b>Advertisement</b>                  | In media or online                                    | 15-17 |                                |
| <b>Shortlisting</b>                   | Short list of candidates chosen                       | 18    |                                |
| <b>Familiarisation and Interviews</b> | Short list interviewed                                | 18-22 |                                |
| <b>Appointment</b>                    | Successful candidate appointed                        | 23    |                                |
| <b>Notification of Appointment</b>    | Bishop and PCC notified by Patron                     | 23    | 36, 37                         |
| <b>Announcement</b>                   | Announcement of successful candidate                  | 23    | 38                             |
| <b>Licensing</b>                      | Bishop licenses new incumbent as start of ministry    | 23    |                                |



# STAGE 1 – PREPARING TO APPOINT

This section of the paper aims to help churchwardens and PCC members make the decisions which will shape the appointment process. If you have any questions, do please contact CPAS Patronage staff who will guide you through the process as it applies to your specific context.

## PRE-VACANCY MEETING

(Aka 'Pre-Section 11' meeting). In this meeting, whoever is running the process explains to the PCC how the process works and their part in it. If CPAS has sole patronage responsibility we will take responsibility for calling this meeting and then for steering the whole process through. It can be helpful for the Bishop or Archdeacon and a Deanery official to be present too. Where there is more than one Patron, the Archdeacon's office will usually take the lead. This meeting can happen before the previous incumbent leaves.

## TIMING

According to the legislation, this stage (from receiving the Notice of Vacancy to finalising the parish profile) needs to happen within six months. If this isn't achieved, the parish runs the risk of being omitted from the subsequent process, which is far from ideal. It doesn't have to take as long as six months, however, and as soon as it is complete the process can move on to the next stage.

## NOTICE OF VACANCY

Form 31 is sent by a Diocesan officer to all three parties, usually on the day the current incumbent leaves; this formally starts the process. See page 24.

## PRAYER AND CONSULTATION

This is a crucial moment in the life of the parish; amidst the stresses and anxieties, don't forget to take time to pray together, to commit the whole process to the Lord in prayer. Make sure you make enough time to 'listen' to people inside and outside the church, and of course to God Himself about what He might want to say about the future of the church and its vision, direction and mission. These three things will considerably influence the gifts, skills and experience needed in the person to be sought and so must be considered carefully before the parish profile is written. See page 24 for the book *How to Make Great Appointments in the Church* for more help on this.

## PARISH PROFILE

Prayer and consultation give you a great basis for creating your parish profile. See page 8. The parish profile has two crucial roles – it gives prospective candidates enough information to help them discern if God is calling them to this role, and it is the framework which helps the appointment panel decide which person they sense God is calling. It also gives the PCC a valuable opportunity to take stock and reconsider their vision. The parish profile needs to be completed before the Section 11 meeting.

## SECTION 11 MEETING

So called from the section in the legal measure which requires it, this is the one meeting which must happen. See page 10. It is the point at which the PCC makes several important decisions about the process – and from which the PCC hands on responsibility to the Parish Reps. Neither Diocese nor Patron (nor the previous incumbent or spouse) should be at the meeting, so that the PCC can talk freely about future ministry at the church. The PCC can ask for support from the Area Dean if they would like it, but they do not have to. After this meeting the PCC Secretary completes Form 34 with their decisions. See page 24.

## SECTION 12 MEETING

This meeting can be requested by any of the three parties using Form 35 (for which see page 24). In some Dioceses, the Bishop always requests one, in others they are almost never requested. It is a meeting of the PCC to review the parish profile with the Bishop and the Patron. See page 13.

PRE-VACANCY



VACANCY NOTICE



PRAYER AND CONSULTATION



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# STAGE 1 – QUESTIONS

## FAQ4: WHAT DOES THE PCC HAVE TO DO AT THE START OF THE VACANCY?

- Step 1) Arrange a Pre-Vacancy meeting for the PCC with the Patron at which the process can be explained. See page 6. The notice of vacancy issued by the designated officer will outline the next steps. These include:
- Step 2) Arrange a Section 11 meeting of the PCC. See page 10.
- Step 3) Create the parish profile before the Section 11 meeting. See page 8.
- Step 4) After the Section 11 meeting, send Form 34 with the outcomes of the meeting to the designated officer, Bishop and Patron. See page 24.
- Step 5) Arrange a Section 12 meeting if requested. See page 13.
- Step 6) Agree advertisement and appointment schedule with the Patron and Bishop.

All these need to be completed within 6 months of the start date cited in the notice of vacancy.

## FAQ5: HOW LONG WILL THE VACANCY LAST?

Everyone wants to know this – but the answer is almost impossible to predict. A vacancy actually has three stages:

- a. Preparing to appoint. This must take less than 6 months, but can usually be achieved rather more swiftly. See page 6.
- b. Making the appointment. Advertising and interviews will probably take 2 months, but it may take several rounds to find the right candidate. See page 13.
- c. Waiting for the next incumbent to arrive. The expected notice period for parish clergy is 3 months but we have known situations where, for good reasons, the ‘chosen’ candidate has waited a year to begin a new ministry. Whilst this is very unusual, a delay longer than three months is not at all uncommon once children’s schooling, spouse’s employment, building work on the vicarage/rectory, letting arrangements etc. are all taken into account. In addition, the diaries of the Diocesan Bishop, church and new incumbent all affect the actual date for a new ministry to begin.

In the end though, God is sovereign; the most important task is to find the right person – and then trust God for the timing.



# YOUR PARISH PROFILE

The parish profile (known in some dioceses as the parish brochure) is your opportunity to paint an exciting picture of your parish, your mission and ministry. It should lay out for a prospective candidate the context in which they will minister, the job to be done and the person you are looking for, and it should answer the questions they will have. Ask yourself what you would want to know if you were a candidate. **Top Tip 1: Remember that you are writing for the candidate.**

In general, candidates are looking for the answer to three things:

1. Where is Jesus leading this parish, and could I help take it there?
2. What are the challenges here that I could rise to?
3. What would it be like to live and minister here?

The first question is a hard one and will require you to do some serious thinking about your vision for the future. Asking CPAS or the Diocese to help you hold a PCC vision day might be a great idea. In particular, CPAS candidates really want to know how you reach out to your community with the gospel of Christ. How do you touch the lives of others, and how do you engage in evangelism? **Top Tip 2: Paint a vision.**

The second question is a reality check. The key, here, is to realise that most candidates are looking for a new challenge. So difficulties are not in themselves a problem as long as you are ready for the changes that will be necessary to meet them. **Top Tip 3: Be honest, but open.**

The third question should be relatively straightforward to answer. Remember to highlight the aspects of the house, parish and congregation which will make living and ministering in your parish sound fun. **Top Tip 4: Be upbeat – but real.**

Here are three really useful questions you could ask members of your congregation and community in order to help you clarify the answers to your vision and reality-check questions above:

- What are the things about your church for which you are most grateful to God?
- In what areas of ministry would you say you are already ‘doing quite well’?
- In what areas are you struggling a bit?

This is a visual age – so **Top Tip 5: Presentation and visuals count.** They make the parish profile more attractive and easier to read.

- So include photos, maps and graphics to enliven it. Pictures of people are usually more interesting than pictures of buildings on their own - and faces are more interesting than groups of people with their back to the camera.
- Don't include separate leaflets as part of the parish profile – everything needs to be part of the parish profile booklet so that it can be saved and sent in an electronic format.
- Candidates need to be able to see through the words to the spirit of your parish and community—so don't feel you have to include absolutely everything you know.
- In fact, the first place most candidates will look is your website. Make sure this is attractive and up-to-date.
- It's also important to write your parish profile afresh, even if you had a new incumbent a few years ago—because your vision and context may well have changed substantially. **So Top Tip 6: Make it yours—but no need to include everything.**

Even so, it can be useful to see how another parish has presented themselves. If you would like to see samples of parish profiles from other parishes, contact the CPAS Patronage team.

One final note: Application packs are always sent out by email, so it's important we have the parish profile as a .pdf file (under 5 megabytes in size) if at all possible, for easy circulation. We also need about 10 ‘paper’ copies of the parish profile made available to us, both to verify the format and for trustees and referees.

PRE-VACANCY



VACANCY NOTICE



PRAYER AND  
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PARISH PROFILE



SECTION 11



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# PARISH PROFILE TOPICS

Here are some suggested topics which could be included in your parish profile – just to get you started:

## The Future

### WHERE DOES THE CHURCH NEED TO GO FROM HERE?

Growth points, significant recent developments, possible gaps, priorities

### WHAT ARE THE CHIEF QUALITIES DESIRED IN THE NEXT INCUMBENT?

Theological priorities, pastoral and leadership qualities

### WHAT ARE THE MAIN GIFTS/SKILLS REQUIRED IN THE NEXT INCUMBENT?

Preacher, teacher, pastor, administrator, strategist, visionary, team builder, evangelist, leader, thinker

### WILL A MAN OR A WOMAN BE EQUALLY ACCEPTABLE?

See page 12 section 3(d)

## The Parish

### WHERE IS IT? WHO LIVES THERE?

Population figures, social mix, ethnic groups, housing, unemployment

### WHAT ELSE APART FROM CHURCH?

Shops, industry/agriculture, schools, residential homes, community centre, hospitals, prisons

### WHAT LINKS BETWEEN CHURCH AND COMMUNITY?

Church of England School, Parish/district council, civic expectations, chaplaincies

## The Church

### WHAT IS IT LIKE?

Churchmanship, tradition, charismatic feel (or not), priorities, formal/informal, mission statement

### WHAT ABOUT OUTREACH?

Evangelism, social action, church plant(s), mission action plan

### WHAT HAPPENS ON SUNDAYS?

Services (style and numbers), music, children and youth work (numbers), baptisms (numbers, policy)

### WHAT HAPPENS BETWEEN SUNDAYS?

Weddings: numbers? policy on divorcees? Funerals: numbers (burials and cremations)

Services, social events, organisations, small groups

### WHAT ABOUT LEADERS?

Curates, non-stipendiary ministers, ordained local ministers, licensed readers, accredited lay workers, administrator, youth worker, children's worker, director of music/worship pastor, other salaried posts, leadership team

### WHO GOES (AND WHO DOESN'T)?

Electoral roll, % from outside parish, numbers, age range, social mix, gaps

### WHAT ABOUT BUILDINGS?

Church (please describe), hall(s), vicarage/rectory, latest quinquennial (any major issues raised)

### WHAT ABOUT MONEY?

Summary of accounts, parish share, funding policy, support for mission/charity, outstanding debts

### WHAT ABOUT OTHER CHURCHES?

Deanery, other denominations

# SECTION 11 MEETING

Under the 2020 amendment to the Patronage (Benefices) Measure 1986 the PCC must hold a 'Section 11' meeting and any 'Section 12' meeting within six months of the start date in the formal **Notice of Vacancy (Form 31)**. Except in very unusual circumstances, this will be issued at the latest on the day on which the current incumbent resigns or retires.

At the **Section 11** meeting, the PCC has to make decisions under the three following headings. Where there is more than one PCC the section 11 meeting is a joint meeting of all PCCs.

**After the Section 11 meeting the PCC Secretary must complete the Form 34** (issued by the designated Diocesan officer – example below), recording all the decisions of the meeting and send it with copies of the parish profile to the designated officer, Bishop and Patron. Make sure you delete any sections of 3. or 4. that don't apply – **especially 3(b)** if you **aren't** asking for a Section 12 meeting. Answers 3(d) and 4 both concern a request for male only candidates: 3(d) from this meeting, 4 from a previous one; make sure you read footnote 3.



**Form 34**  
PATRONAGE (BENEFICES) MEASURE 1986

**Appointment of Parish Representatives**

Diocese :  
Benefice :

To: The Bishop of the Diocese  
The Presenting Patron  
The Designated Officer

1. I hereby give you notice that, at [a] duly convened meeting[s] of the Parochial Church Council, which took place on [ ] [and on [ ] the following persons were appointed as the representative[s] of the Council in connection with the appointment of a new Incumbent:

Full Name<sup>1</sup> .....  
Address .....

Full Name<sup>1</sup> .....  
Address .....

2. I attach a copy of the statement prepared by the Council describing the conditions, needs and traditions of the Parish

3. The Council resolved:

(a) to request the presenting Patron to consider advertising the vacancy <sup>2</sup>;

(b) to request a meeting under section 12 of the Measure <sup>2</sup>

(c) to request a statement in writing from the Bishop describing in relation to the Benefice the needs of the Diocese and the wider interests of the Church<sup>2</sup>

[(d) [to pass][not to pass] a resolution under [section 3(1)] [and][or] [section 3(2)] of the Priests (Ordination of Women) Measure 1993 (copies of which are annexed to this form)] <sup>3</sup>

[4. The Parochial Church Council passed [a] resolution[s] under [section 3(1)] [and] [section 3(2)] of the Priests (Ordination of Women) Measure 1993 on ..... (copies of which are annexed to this form)]<sup>2</sup>

Dated this                      day of                      20

Signed .....

Secretary to the ..... Parochial Church Council

<sup>1</sup> Complete in BLOCK CAPITALS  
<sup>2</sup> Delete or amend as appropriate  
<sup>3</sup> Delete or amend as appropriate. Delete the whole paragraph if this form relates to a joint meeting of PCCs, as the resolutions under the Priests (Ordination of Women) Measure can only be passed at a meeting of a single PCC.

## 1. Appointment of PCC Representatives

The PCC appoints two representatives from amongst its membership to act on its behalf throughout the process that will follow. In a multi-parish benefice there may be more than two representatives. It is expected that the Parish Reps will be people of Christian maturity, who have the confidence of the PCC and the wider congregation, who will work well together and who can speak as it were 'with one voice' to both the Patron and the Diocese during the appointment process .

The Code of Practice for the Patronage Measure states that 'Representatives should be PCC members who are in a position to become actively involved in the process of selecting the incumbent and to reflect the views of the PCC in doing so and in approving or refusing to approve an offer of the benefice to the priest selected by the Patron'.

In choosing PCC representatives please, therefore, bear in mind what the Code of Practice says. In particular remember that representatives need to have **time to deal with the process and be easily contactable by telephone or email** It would also be helpful if one of the representatives could be designated to handle correspondence.

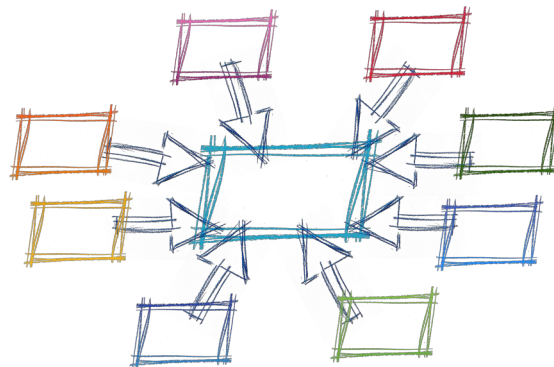
**Where CPAS has sole patronage responsibility, the contact details (name, address, telephone number and email address) of those chosen as Parish Reps need to be sent to the CPAS Patronage team immediately after the meeting.**

## 2. The Parish Profile

The PCC signs off the completed parish profile. The parish profile should be the PCC's work and should include information on the conditions, needs and traditions of the parish and the kind of person being looked for. Apart from section 3(d) below, the parish profile cannot be specific about age, gender or disability due to anti-discrimination rules.

As soon as we receive the parish profile approved by the PCC, the Patronage team can begin the selection procedures on behalf of the Patronage Trustees.

Although the creation of the parish profile is the PCC's responsibility, the CPAS Patronage team will be happy to give informal help and advice in the drafting process. CPAS has lots of example parish profiles to hand and much experience in this area. With modern IT it is possible to put together attractive high quality parish profiles, but this does not preclude the need for honesty and realism in presenting the task to prospective candidates. See page 8.



## 3. Decisions regarding:

**(a) Advertising.** At the PCC's request, the Patron will advertise the vacancy in the church press. Responsibility for the cost of advertising rests with the PCC. The advertisement needs to be from the Patron but we encourage the Parish Reps to draft the wording in the first instance. This, of course, needs to be concise and attractive in content to encourage a good response – see pages 15-17.

The advertisement may also be inserted on the Clergy Transitions Website (called 'Pathways') as well as Diocesan, CPAS and parish websites. Clergy who wish to apply may be asked by CPAS to do so through Pathways, in which case all documents including parish profile and application forms will be accessed on Pathways.

Where CPAS has sole patronage responsibility, in consultation with the parish and the diocese we will draw up a timetable to plan advertising dates, closing date for applications etc.

If the PCC decides against advertising, the CPAS Patronage team will head-hunt names from their network of contacts and the register they administer of evangelical clergy looking for a move . See FAQ6 on page 15.

**(b) Requesting a Section 12 meeting.** Each party involved in the appointment process (i.e. Bishop, Patron and PCC) may call a meeting. Practice across the Dioceses of the Church of England varies widely. Some Bishops always hold a Section 12 meeting, others seem never to call them. Only rarely, in our experience, are Section 12 meetings called by parishes or Patrons, though both have the legal right to do so.

The PCC Secretary is responsible for negotiating a date when all parties can be present (either personally or by representation). The object of the meeting is to help the bishop and patron better to understand the parish profile which has already been agreed at the Section 11 meeting.

**(c) Requesting a statement in writing from the Bishop,** describing in relation to the benefice the needs of the Diocese and the wider interests of the church. This might be very helpful and in some Dioceses the Bishop always chooses to do this.

**(d) Requesting alternative arrangements under the House of Bishops Declaration on the Ministry of Bishops and Priests 2014, or rescinding a previous request.** The General Synod has passed legislation that is fully and unequivocally committed to all orders of ministry being equally open to all without reference to gender. However, there are those within the Church of England who are unable to receive the ministry of women bishops or priests on grounds of theological conviction. They continue to be within the spectrum of teaching and tradition of the Anglican Communion, and the Church of England remains committed to enabling them to flourish within its life and structures. Pastoral and sacramental provision for the minority within the Church of England who hold such a position will be made without specifying a limit of time and in a way that maintains the highest possible degree of communion and contributes to mutual flourishing across the whole Church of England.

For Parishes that wish to take advantage of such alternative arrangements, the responsibility for signalling this rests with the PCC. The PCC should convene a special meeting and pass the following motion (or something similar): **'This PCC requests, on grounds of theological conviction, that arrangements be made for the parish of (...) in accordance with the House of Bishops' Declaration on the Ministry of Bishops and Priests.'** A PCC which has passed such a resolution should send a copy of it to the Diocesan Bishop, Archdeacon, Diocesan Registrar and registered Patron. The PCC must be prepared to explain its theological convictions in relation to gender and ordained ministry and articulate the nature of the conviction which underlies the decision to pass a resolution which has significant consequences for the exercise of ministry in the parish. The CPAS Patronage Secretary or Archdeacon will be able to offer more advice if required.

The decision to pass a resolution is a separate process, which can be made before, or after a vacancy. PCCs which pass a resolution may rescind it at any time. Obviously a decision to pass a resolution has great significance particularly at a time of vacancy. A PCC that does not accept the ministry of women Bishops, or priests, needs to have passed a resolution.

**CPAS are pleased to nominate both men and women as incumbents to the parishes for which they have a patronage responsibility. CPAS is fully committed to the Church of England's Five Guiding Principles for mutual flourishing. See Page 24 for an excellent resource exploring the implications and challenges of the Five Guiding Principles.**

PRE-VACANCY



VACANCY NOTICE



PRAYER AND  
CONSULTATION



PARISH PROFILE



SECTION 11



SECTION 12

PRE-VACANCY



VACANCY NOTICE



PRAYER AND  
CONSULTATION



PARISH PROFILE



SECTION 11



SECTION 12

## SECTION 12 MEETING

After the Section 11 meeting has been held, a Section 12 meeting may be called to discuss the parish profile.

Each party involved in the appointment process (i.e. Bishop, Patron and PCC) may call a Section 12 meeting. Practice across the Dioceses of the Church of England varies widely. Some Bishops always hold a Section 12 meeting, others seem never to call them. Only rarely in our experience are Section 12 meetings called by parishes or Patrons.

The PCC Secretary is responsible for negotiating a date when all parties can be present (either personally or by representation). Bishop and Patron **must** be invited along with all the PCC members; all must be represented and the PCC meeting must be quorate. Where there is more than one PCC, this is a joint meeting of all the PCCs.

The Bishop (or representative) will normally chair the meeting, though technically the meeting belongs to the PCC. The only item of business is a discussion of the parish profile agreed at the Section 11 meeting, enabling the Patron and Bishop better to understand God's work in the benefice and the kind of incumbent needed.



## STAGE 2 – MAKING THE APPOINTMENT

This section of the paper aims to help parish reps prepare for the familiarisation visit each shortlisted candidate will make to their parish immediately prior to a formal interview day. CPAS Patronage staff will contact you to guide you through each of these processes.

### TIMING

The whole process from receiving the Notice of Vacancy to appointing the new incumbent needs to happen within 18 months. If that doesn't happen, the patronage lapses and is passed on to the Bishop (or Archbishop at the request of the PCC).

### ADVERTISING

If the PCC decides on an open process, then advertising, shortlisting and interviews will follow on in due course. If CPAS has sole patronage responsibility, we will co-ordinate and place any adverts, but the PCC will need to bear the cost. See page 15-17. If the PCC decides not to advertise, see FAQ6 on page 15.

### SHORTLISTING

Where CPAS has sole patronage responsibility, we invite responses from the Parish Reps and the Diocese before producing a short list of candidates. See page 18.

### FAMILIARISATION AND INTERVIEWS

If CPAS has sole patronage responsibility, we will convene an interview panel of the same people to meet the candidates. Before the interviews, the Parish hosts a familiarisation visit for the candidates. See page 18-22.

### APPOINTMENT AND NOTIFICATION

Once an appointment has been made, some official forms have to be exchanged between parties to confirm that all are in agreement. Where CPAS has sole patronage responsibility we will send a Form 37 to the Parish Reps who endorse it and return it to us. The Bishop might require a meeting with the successful candidate and the receiving of all references and safeguarding checks before this is confirmed. See page 23.

### ANNOUNCEMENT

This needs to be co-ordinated between diocese and both parishes to happen at the same time. If announced in one place first, news will instantly and unhelpfully travel informally to the other! See Page 23.

### LICENSING

After the notice period has been served and the new incumbent has moved into the parish, the Bishop licenses him or her in the church as the start of the new ministry. See Page 23.

# ADVERTISING THE VACANCY

## FAQ6: HOW DO POTENTIAL APPLICANTS GET TO HEAR ABOUT OUR VACANCY IF IT IS DECIDED NOT TO ADVERTISE IN THE CHURCH PRESS?

In various ways:

- The CPAS Patronage team administers a register of evangelical clergy who are looking for a move.
- Diocesan senior staff will sometimes commend clergy to the Patronage Trustees.
- The Patronage Trustees have a network of personal clergy contacts.
- Parishioners might encourage their own contacts to express an interest in a particular vacancy.
- The Web. Even if the post isn't advertised in the Church Press, it can still be advertised electronically on the Diocesan and CPAS websites. Some parishes also advertise successfully on the New Wine website.
- Where CPAS has sole patronage responsibility, we pay for the vacancy to be advertised through the Church of England Transitions Service called 'Pathways.' This is becoming a significant way of advertising posts.

## FAQ7: WE KNOW A BRILLIANT VICAR. COULD SHE OR HE APPLY FOR OUR POST?

Yes. If the vacancy is being advertised, just encouraged them to look out for the advert in the church press. If it isn't, they could be encouraged to contact the CPAS Patronage Secretary and express interest in the vacancy.

## FAQ8: HOW MANY POTENTIAL CANDIDATES ARE LIKELY TO BE CALLED FOR INTERVIEW?

It all depends. Those responsible for shortlisting will consider all the applications in the light of the parish profile and will call for interview those who in theory are a reasonable 'match' with what is being sought. This might be one, two, three or four candidates – but until the applications come in, it is impossible to be more precise. Interviewing more than four people in a day is logistically difficult. See page 18.



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## ADVERTISING – SOME QUESTIONS

Under the Benefices (Patronage) Measure 1986, the PCC has the legal right to request the Patron to advertise the vacancy.

If the PCC chooses to make such a request, the Patronage trustees will usually agree to do so in the church press, on the understanding that the PCC will meet the cost.

### FAQ9: HOW MUCH DOES ADVERTISING COST?

CPAS still recommends using the Church Times as the main place that potential candidates look. A figure of £1,000 is about right for advertising in the Church Times until the post is filled. The Church of England Newspaper is usually a bit cheaper, but has less coverage. The cost will depend on the number of words, the size of the advertisement and whether or not colour or images are used.

The current charges for a 'display advert' (i.e. one with a box around it) are as follows:

### CHURCH TIMES

£14.95 per single column centimetre  
(It costs extra to have colour inserted in an advert)

Church Times also offers an "until filled" guarantee where you pay initially for 4 weeks plus 20%. (approx.. £1,000) You can then re-advertise for free if an appointment isn't made first time round. (Only the dates on the advert can be changed, the advert reappearing within 12 weeks of the previous advert).

### FAQ10: CAN WE ADVERTISE THE POST DETAILS ON OUR PARISH WEBSITE?

A copy of the advert can be placed on the church website but all enquiries for full details must still be directed to CPAS. This enables CPAS to track enquiries and keep good records. Additional parish information like church accounts can be placed on the church website, but it is better for candidates to have to request the parish profile from CPAS.

### FAQ11: WHERE ELSE CAN WE ADVERTISE?

Some Dioceses also include our vacancies on their Diocesan website. There is no charge for this. We also put copies of adverts on the CPAS website for free. In addition, where CPAS has sole patronage responsibility vacancies usually go on the Church of England Pathways website and the cost of this is met by CPAS.

In drafting any advertisement the key is to be as succinct as possible, yet at the same time giving a flavour of the parish and the kind of person required. (If a resolution has been passed under the House of Bishops declaration on the ministry of Bishops and Priests 2014, this should be indicated.)

Once the draft wording of the advertisement has been agreed, it should be sent to the CPAS Patronage Secretary. The wording will be checked and any necessary practical information added. The proof will be circulated to the Parish Reps for final confirmation, before it is published. The parish will receive invoices for payment direct from the newspaper(s) in which the advertisement appears.





## Is God calling out to you to be our Vicar at St John's Eden Park ?

We are a lively body of Christians ER 150 in the open evangelical tradition; diverse in many ways but united in our personal belief in Jesus Christ and in our desire to live lives that are honouring to God.

We seek to worship God, so that we may be equipped and renewed in service; in leading others to faith in Christ, serving those in our community and demonstrating the love of Jesus in practical ways.

We are excited about discovering the person God is calling to be our new Vicar, who will lead us in the next steps of our journey as we discern God's vision for the future to the next chapter in the life of our church.

**Could this be you? [www.sjep.org](http://www.sjep.org)**

**Please contact: Kathy Burch [patronage@cpas.org.uk](mailto:patronage@cpas.org.uk)**

**0300 123 0780 For informal enquiries about this exciting opportunity to apply visit <https://pathways.churchofengland.org/> Closing date 20 February: Interviews and visits 20<sup>th</sup> and 21<sup>st</sup> March**



## Vicar St Marks Tollington

St Mark's is a charismatic evangelical church in North London and our membership reflects the diverse, vibrant, multicultural area that God has placed us in. We are one of three newly created parishes within a Group Ministry, excited by all God has in store. Could God be calling you to join us?

We are looking for a mission-hearted vicar who:

- is someone whose life, spiritual maturity and teaching ministry is rooted in the Bible and effectively communicates its truth in 21st century society
- is thoroughly prayer-based and Holy Spirit led
- is a strategic and intuitive leader who can help build a vision for the new parish
- is a team builder, with a collaborative and enabling leadership style
- is a servant-hearted pastor, knowing the importance of listening, caring and discerning
- promotes male and female leadership, be it lay or ordained
- is passionate about work with children and young people
- is enthusiastic about enhancing our relationship with the local community

**For informal enquiries about this exciting opportunity please contact: Kathy Burch [patronage@cpas.org.uk](mailto:patronage@cpas.org.uk) 0300 123 0780. For full details and to apply visit <http://pathways.churchofengland.org/>**



## Vicar St John the Evangelist Walmley

St John's is an evangelical church situated in a suburb of Sutton Coldfield to the North of Birmingham on the edge of countryside. We are a church with 3 congregations, 1 of which is an embryonic church plant at the edge of a proposed new development of 6000 homes.

With this new and exciting opportunity we are looking for a Vicar who is

- a Bible preacher
- a person with a heart for evangelism and mission
- a motivational leader
- a worship enabler
- an encourager and discipler
- a person with a pastoral heart
- a person who can see the potential for using buildings in a new way

**For informal enquiries about this exciting opportunity please contact: Kathy Burch [patronage@cpas.org.uk](mailto:patronage@cpas.org.uk) 0300 123 0780.**

**For full details and to apply go to [https://pathways.churchofengland.org](https://pathways.churchofengland.org/)**

*Ethnic minorities are underrepresented in C of E Birmingham, so Black and Minority Ethnic applicants are particularly welcome.*



**Closing date 23 Jan 2019 Interviews and visits 26 and 27 Feb**  
This post is subject to an enhanced disclosure from the DBS



CPAS and Bath and Wells Diocese invite applications:

## Rector Holy Trinity, Nailsea

Holy Trinity Church, Nailsea is a lively open evangelical church with a particular responsiveness to charismatic spirituality, situated in a commuter town close to Bristol, and the beautiful Mendip Hills.

Our vision is to share Christ, serve our community, and resource the wider church. We are looking for a Rector who:

- Is a skilled evangelical preacher and teacher
- Has a passion for mission
- Can lead/enable paid staff and volunteers
- Will develop and nurture teams
- Will oversee our vision and strategy

**For informal enquiries contact Kathy Burch, CPAS Patronage**

**[patronage@cpas.org.uk](mailto:patronage@cpas.org.uk) 0300 123 0780 ext. 4388 For full details and to apply visit [pathways.churchofengland.org](http://pathways.churchofengland.org)**

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## SHORTLISTING

Where CPAS has sole patronage responsibility, we invite feedback from the Parish Reps, Bishop and Archdeacon before producing a short list of candidates. The patronage team send Parish Reps the application papers, and a template to record their agreed response to each application. It is important that Parish Reps return their feedback directly to CPAS. All paperwork is for Parish Reps' eyes only and should never be copied or shared with others.

The feedback from Parish Reps, Bishop and Archdeacon is used by the Patronage Trustees to inform their shortlisting, which takes place at one of their regular meetings. The Patronage Trustees have wide experience of candidates and through their historic commitment to the parish are able to bring that experience to bear very helpfully on the field of candidates at hand. After the Patronage Trustees have short-listed the applications, they confirm with the Bishop that none of those shortlisted are excluded by the CCSL, the confidential reference available only to the Bishop. The patronage team then the Parish Reps a shortlist, informing all candidates and offering feedback to those not shortlisted. They will circulate confidential references of the candidates called for interview - again, not to be shared with others.

Where Patronage is shared in some way, shortlisting may be handled by the Bishop, or by a meeting of the interview panel convened by the Diocese.

## FAMILIARISATION VISITS

### A. First Steps

The Parish Reps will need to agree a liaison person who will take the lead in communications with the Parish, the Patron, the Diocese and the interview candidates.

Before the interviews, the Parish will host a familiarisation visit for the candidates at which they can get a sense of the parish, its people, buildings, ministry, mission and physical geography. As quickly as possible, a schedule for the familiarisation visit and the interviews needs to be drawn up, so that candidates can be informed. This should include any tasks required of the candidates. Where CPAS have sole patronage responsibility, the patronage team will co-ordinate this.

Once the letter has been sent, the agreed Parish Rep should make telephone contact with the candidates without delay, to confirm the timing of the visit. It is usual now for the visit to take place on the same day as the interview.

Normally, a candidate's spouse should also be invited to visit (if applicable), though Parish Reps should remember that many spouses are in full-time employment and this may not be possible. It is especially important that Parish Reps should keep an open mind and not subconsciously 'mark candidates down' because they are unable to meet the spouse.

It may be necessary to offer overnight accommodation before the familiarisation and/or interview day, depending on the length both of the visit and the journey. This should be at the parish's expense. Our advice is that where possible this should not involve staying with a parishioner; this is for reasons both of confidentiality and so that candidates do not feel they are being assessed. A local hotel can be used.

Travelling expenses for both the informal visit and the formal interview day are the responsibility of the PCC. We suggest you use the current Diocesan mileage rate.

### B. What to include on the familiarisation visit

First impressions are very important, so these visits need to be as warm, charming and welcoming as possible. The visit is primarily for the benefit of the candidate and not a part of the interview. Elements of the visit might include:

- A look round the church building; hall and other plant; the vicarage/rectory.
- Drive around the parish and immediate locality.
- Location of schools and other key places of interest or significance.
- An informal meeting with a few key people – emphasis on a few. Candidates can only remember a finite number of names and faces. A simple meal works well with say, wardens, Readers or perhaps one or two key members of the PCC [suggested maximum half a dozen]. The emphasis should be on responding to the candidates rather than firing questions at them. It is not generally a good idea for the candidates to meet all the PCC.
- If there are a few paid members of staff, it would be good for the candidates to meet them, so they can form a picture of the work and ministry in the parish(es). With a large staff team, however, time constraints will mean it will probably be best to choose just a few. It would be inappropriate for the team to seem to be interviewing their potential boss and the emphasis needs to be on answering candidates' questions and concerns.
- Parish Reps will organise and meet/greet at the visits but it is generally best if they do not spend too much time with the candidates. Getting too involved at this stage this may skew the objectivity that they will need for the formal interviews.
- Remember that the local deanery representatives may be willing to assist with the visits and it may help if the rural/area dean meets the candidates. This may be especially appropriate if the Area Dean is not involved in interviews.
- It can be useful to make available various documents like:
  - ⇒ Weekly notice sheet; Magazine.
  - ⇒ APCM reports; Accounts;
  - ⇒ Songbook/worship resources.
- Parish Reps are asked to send a copy of the programme for their familiarisation visits to the CPAS Patronage Secretary.

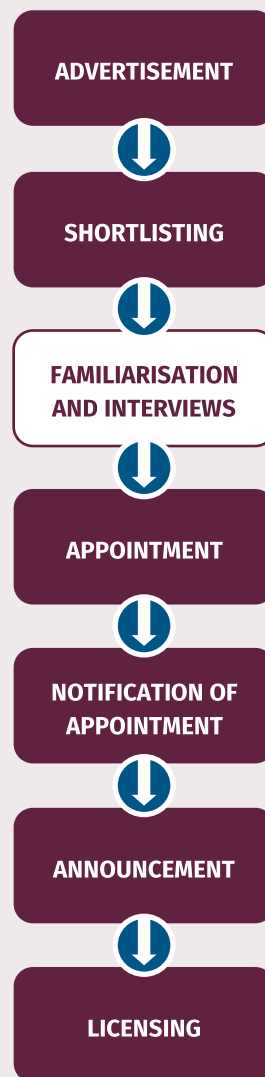
### C. Three Important Principles

1. As far as possible, each candidate should be offered **the same experience** i.e. see the same things, meet the same people, similar length etc. Of course logistics mean that this can be challenging. However the principle of fairness dictates that each candidate should have a broadly similar experience.
2. As far as possible, familiarisation needs to be as open as possible about the struggles and 'the darker side' of life in parish, as well as all the many joys and encouragements being experienced. Giving the candidates an experience which is **accurate and honest** is far better than aiming to create a good impression, which may in the end prove to be a false (or at least over-optimistic) one.
3. The idea of these individual visits is to allow each candidate "godly" space to discern whether, or not, the context is right for them to serve. Just occasionally, a candidate may withdraw during the visit because they know it is not the place for them. Remember that just as the parish is trying to discern God's call for the future, **so is the candidate.**

### D. A Sample Familiarisation Program

|       |  |
|-------|--|
| 10.30 | Candidate arrives for coffee                                   |
| 11.00 | Tour of church and other property                              |
| 11.30 | View the Rectory/Vicarage                                      |
| 12.00 | Drive round the parish/area/visit to a school (if appropriate) |
| 13.00 | Light lunch with some key parish members                       |
| 14.00 | Individual time with staff/deanery officers                    |
| 14.30 | Any final questions, prayer and depart                         |

The timings can be altered to suit local circumstances and may therefore be planned for the afternoon and evening ahead of the Interviews. More often, all the candidates attend on the same day and they are then shown around in sequence. In general a carefully and prayerfully devised program that is unhurried, individual and allows space for the candidates to see the parish well is what is important. CPAS can advise on different ways of undertaking the familiarisation visit.



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## INTERVIEW DAY

Where CPAS has sole patronage responsibility, the patronage team will make arrangements for the formal interview day, although the Parish Reps will be asked to help with the practicalities and will be consulted in the drawing up of the programme before it is finalised.

### A. Timing

A full day may need to be set aside for the interview process.

Roughly an hour per candidate is allowed for each interview; this may increase or decrease depending on the number of candidates who are short-listed.

### B. Location

A comfortable, quiet, warm, sound-proofed room is absolutely essential for interviews and one where there will be no interruptions. Often it is preferable to use a private home or even a room in a hotel or office suite. Church premises can sometimes be rather sombre, uncomfortable, unwelcoming and impractical if cold.

Another 'reception room' is also needed. See D (3) below.

### C. The interview

A member of the Patronage Team or one of the Patronage Trustees, on behalf of the Patron, will normally be in the chair. The panel members meet together before the candidates arrive to plan the interviews, finalise their questions and to pray.

Parish Reps are invited to send to the CPAS Patronage Secretary suggested questions for the candidates. A generic list of questions is normally provided by CPAS to give some guidance to those involved in the interviews. The final list of questions need to be agreed a few working days before interview day.

Among the chosen questions Diocesan senior staff will want to explore issues from their perspective, and the chair may pursue questions of concern to the Patrons. The chair will try to ensure that everyone has an opportunity to ask their questions – though it is rarely possible to include everything.

**In broad terms, it is important that the same areas of questioning are pursued with each candidate. These will be checked and agreed in the 'planning' before the interviews begin. Obviously certain things cannot be questioned (for example questions about a candidate's age, spouse's contribution etc.) as this would be inappropriate under discrimination legislation.**

### D. Practical Matters at Interviews

1. Please ensure that there are comfortable chairs and refreshments available – a glass of water for the panel members and for each of the candidates during their interviews, with coffee or tea between interviews.
2. A simple sandwich lunch for the panel (depending on the precise timings) is usually most welcome.
3. It is very helpful if someone is available to **welcome candidates** when they arrive for interview putting them at ease and generally acting as 'host' or 'hostess'. If a spouse comes along this person can entertain them while the interview takes place. However, this person must be someone who is able to maintain the strict standard of confidentiality which is essential.
4. Expenses should be settled quickly – perhaps by sending the cheque with a thank you note to the candidates a few days after the interview. The host/hostess could be asked to ascertain candidates' expenses and confirm payment details.

5. Normally candidates are free to leave immediately after their interview – though occasionally the time-table for the day will include other things. Depending on the time of day and especially if candidates have travelled a long distance, it is good to offer them a sandwich to eat before they leave or to take with them.
6. CPAS usually asks that each interview begins with a short exercise based on the scriptures and demonstrating communication/preaching skills. This can be a short five minute homily on a chosen passage. Preferred passages or other suggestions of suitable interview exercises will be discussed beforehand. Well chosen exercises can be very helpful to the discernment process.

## INTERVIEWING

### PLEASE NOTE THE FOLLOWING:

- When asking questions, the objective is to discover what may happen in the life of a parish if a certain candidate is appointed. Specific answers may be less important than the feeling or attitude behind them.
- Try to frame 'open ended' example-based questions (as in the examples shown) rather than ones that can be answered 'yes' or 'no' (e.g. We think that preaching is very important in our church. Do you agree?).
- It is important that candidates are assured of the strict confidentiality of all discussions.
- Although supplementary questions will differ, it is important that in broad terms, the same initial questions are asked of each of the candidates being interviewed. Supplementary questions usually arise from the answers a candidate gives to the first seed question or from their application form.
- The interview panel should be thoroughly acquainted with the parish profile, the candidate's application form and any confidential references that are made available.
- Questions should give the candidate an opportunity to share his/her experience of ministry and the principles he/she works by. Of course, the questions asked will give the candidate insights about the parish as well.
- It is probably unfair and unrealistic to expect candidates to answer questions like 'tell us what you would do if you were appointed here.' On the other hand, to ask a question like 'tell us what you perceive to be the main challenges and opportunities God has for us here' is reasonable and answers could be very enlightening.
- It is good practice to give some time for candidates to ask questions of the panel – again this can sometimes be quite revealing. Usually the very last question will be to invite the candidate to say how they might respond if they were to be offered the post.

The questions chosen by the panel will then be placed in a format similar to that below ahead of interviews.

| INTERVIEW QUESTIONS |              | PARISH OF  | NAME OF CANDIDATE:  |
|---------------------|--------------|--|---|
| GENERIC TOPIC(S)    | PANEL MEMBER | SEED QUESTION  | SUBSIDIARY QUESTIONS AND POINTS   |
| Presentation        |              | A small five minute scriptural homile. Perhaps also a presentation on e.g. vision for the parish | Preaching style<br>Planning series<br>Involving others                              |
| Introduction/Call   |              | Why did you apply for this post?   | Why you?<br>Why here?<br>Why now?   |
| Leadership          |              | Describe your default leadership and management styles in action.                                | Leadership style<br>Collaborative Skills<br>Relational ability<br>Handling pressure |

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## INTERVIEW QUESTIONS

The list below gives some idea as to the kind of questions Parish Reps and other interviewers should consider asking. The actual questions chosen (and who is to ask them) will need to be agreed on interview day and should always reflect the PCC's parish profile. **12 questions for each interview is more than enough, so each one should be chosen carefully.**

### CALLING AND MINISTRY

- What particularly attracts you to this role? What might cause you to question if you are suited to and called to us?
- What do you find most enjoyable about ministry and what do you find most challenging?
- What do you understand the ministry of disciple-making to look like in the 21st Century?

### VISION AND LEADERSHIP

- What would be your priorities in the first 6 months in this role?
- How will you go about discerning a vision appropriate to this parish?
- How did you introduce a substantial change in your last parish. How would you introduce a new idea to the church to ensure buy in from the congregation?
- What do you see from the parish profile and your visit, which would develop our ministry engagement with the wider community?
- What is your default leadership style and how does it impact your daily ministry and the life of your congregation?
- Do you run away or towards conflict? Tell us of a time when a substantial conflict occurred recently- how did you deal with it?
- What in your view are the main issues facing the Church of England today?

### ALL GODS PEOPLE TOGETHER

- Describe for us what inspiring worship looks like to you. How have you handled issues of competing demands for different styles of worship in your church?
- What have you experienced in reaching out to younger generations. What has recently been encouraging and what has not worked so well?
- How have you tried to discern, nurture, develop and deploy the gifts of other people.
- How would you reach out to our current congregation to grow our voluntary base, considering the demands on people's time?
- Where and how have you seen the Holy Spirit at work in your life over the last six months and in the life of your present church?
- How do you nurture the role of women in church leadership and ministry?
- How does your understanding of mutual flourishing and your commitment to the Five Guiding Principles play out in parish life?

### COMMUNITY MISSION AND EVANGELISM

- What processes does your church use to help people explore the Christian faith and develop in their discipleship journey?
- Tell us about an evangelistic project you were involved with in your present post. Please tell us what the baptism policy is in your present parish and why?
- How do you decide what to preach about and how do you evaluate your preaching?
- How do you justify preaching in these days of sophisticated communication?
- What is the place of the Bible in your preaching and ministry?
- Which aspects of your church's life are led by lay people? How do you support them?

### SELF CARE AND STEWARDSHIP OF YOUR GIFTS

- What tasks don't you like to share/delegate with the laity?
- How do you cope with the administrative duties of the Vicar's role and management responsibilities of staff and volunteers?
- Describe a time when you felt out of your depth in a situation – what did you do?
- What do you do to develop your own intellectual and spiritual life?
- What are your hobbies and what do you do to relax?

# APPOINTMENT

## 1. The Decision

After all the interviews have taken place, the panel will discuss the candidates and come to a decision about them. Sometimes this is a very straightforward matter – but sometimes it isn't and adequate time needs to be allowed.

Even after what can seem like a lengthy process, it may still be agreed that none of the candidates is 'the right one' for the parish at this particular time. In the long term, it is far better to have the courage not to appoint than to choose the wrong candidate.

At the end of the interview day, the chair will remind the Parish Reps of what has to be done, by whom and when – timings and policy varies amongst Dioceses.

## 2. Notification of Appointment

As far as the law is concerned, the Patron chooses who will be nominated to the Bishop and the Parish Reps endorse or veto the Patron's choice. In practice, CPAS chooses to work collaboratively with the Parish Reps and the senior Diocesan staff and our aim is to reach a consensus in coming to a decision about the candidates.

The chair is responsible for informing candidates as to the outcome of the day and offering helpful feedback to those who ask for it. Once the agreed candidate has given written confirmation that he or she is willing to take up the post, the Patron will request the endorsement of the Bishop (using Form 36) and the Parish Reps (using Form 37) and on receiving endorsement will notify the Diocesan designated officer of the candidate to be presented (using Form 38). See page 24.

## 3. The Announcement

Parish Reps should note that there may be a delay before an appointment can be regarded as 'official' - for three reasons:

1. The preferred candidate may request some time before responding to the Patron's offer of the nomination.
2. If the Bishop wasn't involved in the interview, he or she may want to meet the candidate before confirming the appointment and will also have to instigate the statutory safeguarding checks.
3. Where the preferred candidate is coming from another parish, the announcements need to be synchronised to avoid one parish or the other unhelpfully hearing the news on the grape-vine.

**No announcements can be made to the PCC or the congregation until notified by the Diocese or the Patron.**

Parish Reps may wish to inform their congregation(s) not to expect to hear the name of their next incumbent until a few weeks after interviews have taken place.

## 4. The Licensing

The ministry of the new incumbent begins when they are licensed by the bishop and installed in their new parish. This usually takes place at a service in (one of) the parish church(es).

Drawing up and inviting the guest list is usually the responsibility of the church wardens, though suggestions should be sought from the new incumbent and the deanery. The content of the service will usually be drafted by the Bishop's Office- though again contributions from the parish and new incumbent will no doubt be welcome.

At the service, the Patron presents the new incumbent to the Bishop for licensing.

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APPOINTMENT



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LICENSING

# GUIDE TO OFFICIAL FORMS

## Patronage (Benefices) Measure 1986

|                |  |
|----------------|--|
| <b>Form 31</b> | Notice of vacancy issued by the Diocesan designated officer.<br><br>On receipt of this document, the PCC Secretary makes arrangements for the PCC to hold its Section 11.<br><br>It would be extremely helpful if the PCC would also make contact with the CPAS Patronage Secretary to inform the trustees of the date of the S11 meeting. |
| <b>Form 34</b> | Records decisions of the PCC following a Section 11 meeting.<br><br>This must be completed by the PCC Secretary and returned with a copy of the parish profile to the designated officer, Bishop and Patrons immediately after the S11 meeting.  |
| <b>Form 35</b> | For any party to request a Section 12 meeting. If this happens, it is normally requested by the Diocesan Bishop. The PCC and Patrons may also request such a meeting.  |
| <b>Form 36</b> | Sent by the Patrons to the Bishop for his endorsement of a nominated candidate after interviews.   |
| <b>Form 37</b> | Sent by the Patrons to parish representatives for their formal endorsement of a candidate after interviews.  |
| <b>Form 38</b> | Sent by the Patrons to the designated officer at the conclusion of the process.  |

## Parish Responsibilities

|                |   |
|----------------|---|
| <b>Form 31</b> | The PCC Secretary convenes a S11 meeting and informs the CPAS Patronage Secretary of the date.            |
| <b>Form 34</b> | The PCC Secretary completes, copies and returns to designated officer, Bishop and Patrons.                |
| <b>Form 35</b> | If issued, the PCC Secretary convenes a S12 meeting, inviting PCC, Bishop and Patrons.                    |
| <b>Form 37</b> | The parish representatives both sign and return to indicate their endorsement of the nominated candidate. |

## FOR FURTHER INFORMATION ON THE VACANCY AND APPOINTMENT PROCESS:

### **CPAS and the Gift of Patronage in the Church of England – CPAS Patronage Resource Paper**

An explanation of the history and value of patronage.

### **Situation Vacant (Grove Booklet; Pastoral Series No 65)**

A guide to the appointment process in the Church of England by David Parrott and David Field

### **The Five Guiding Principles – A Resource for Study, The Faith & Order Commission (Church House Publishing)**

An introduction to the character and purpose of the Five Guiding Principles, with questions for further reflection.

### **How to make great appointments in the church, Claire Pedrick and Su Blanch (SPCK)**

A guide to good practice in making appointments that will help Parish Reps understand and manage the process.

### **Growing through a Vacancy, Bob Jackson (CPAS)**

This may be purchased from our website for £2. Clear pointers on how to sustain the life of a parish during a period of vacancy.