

# THE ARCHDEACONS' FORUM

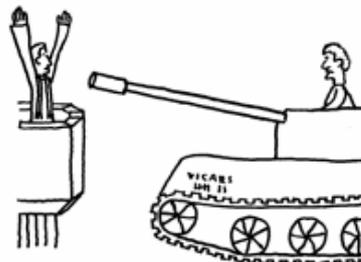
for the Church of England and the Church in Wales

## ARCHDEACONS

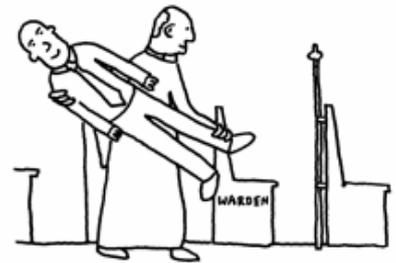
THESE ARE SOME OF THE THINGS THEY DO



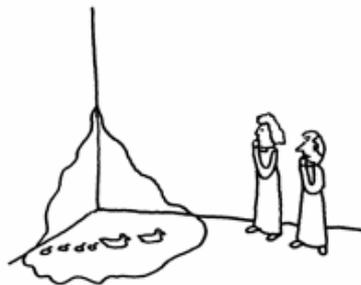
MAKING SURE THAT PARISHES TAKE CARE OF THEIR BUILDINGS



RESOLVING PROBLEMS BETWEEN CLERGY AND THEIR CONGREGATIONS



INSTALLING CHURCHWARDENS (PUTTING THEM IN THEIR PLACE)



ADVISING ABOUT THE DAMP IN THE NORTH WEST CORNER



MAKING SURE THAT YOU ARE RUNNING A CHURCH AS OPPOSED TO ANY OTHER SORT OF ENTERPRISE



ACTING AS A FOUNT OF ALL KNOWLEDGE

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# So you're going to be an Archdeacon...

A booklet for new archdeacons in the Church of England  
February 2019

## What is The Archdeacons' Forum?

The Archdeacons' Forum exists to serve all archdeacons in the Church of England and Church in Wales, including the military archdeacons and the Deans of the Channel Islands. It was originally formed in 1991 to co-ordinate the work of archdeacons and provide support, training and development for them. The current chair is the Ven Stephen Taylor, Archdeacon of Maidstone and the Vice-Chair is the Ven Fiona Windsor, Archdeacon of Horsham.

The Forum Executive consists of archdeacons elected from each of the English archidiaconal regions and from the archdeacons of the Church in Wales, together a representative of the archdeacons to HM Forces.

We have pages on the national Church of England **website**. To access these, please go to: <https://www.churchofengland.org/more/diocesan-resources/archdeacons-forum>

All archdeacons are also part of **regional meetings**, and you will be contacted and invited to join these. They are very useful gatherings for support and sharing.

In 2010, a report on the continuing ministerial development of archdeacons was commissioned by the Forum and this was published in 2011. A copy of this report *Sustaining Leaders in Mission and Change* will be sent to you with this booklet. It is also available on our pages on the national Church of England website (see above).

The Forum organises two regular events for Archdeacons:

- **A New Archdeacons' Conference**, designed for those who are about to or who have recently taken up appointment. This conference will help you address some of the key issues that face archdeacons, introduce you to a number of people from Church House with whom you will need to work from time to time, and enable you to form supportive relationships with colleagues. It is highly recommended as being very useful by those who have attended.  
The next conference will take place at Hinsley Hall Leeds from Tuesday 17<sup>th</sup> September (starting at 11.00 am) to Thursday 19<sup>th</sup> September 2019 (finishing at 2.30 pm).
- **A National Archdeacons Conference** that is held every other year at The Hayes Conference Centre, Swanwick. The dates for the next conference are 25<sup>th</sup> – 27<sup>th</sup> January 2021.

## **From the Revd Canon Norman Boakes Archdeacons' National Development Officer**

Many congratulations on your appointment as an Archdeacon. I appreciate that this will at times be a challenging role, but I hope you will also find it fulfilling and satisfying as you seek to respond to God's call in your new ministry.

This booklet has been devised on behalf of the National Archdeacons' Forum to help you as you prepare for and start your new role. I am conscious that there is rather more information here than might be usual when getting ready for a new appointment. One new archdeacon has compared it to the information received before starting a university course. I make no apologies for sending all of this now, because the role of archdeacon is a particular one within the life of the Church, and archdeacons themselves have identified the importance of preparing carefully for the role. If I can be of any further assistance at this stage, do please get in contact.

I hope also that it might be possible for us to meet up as soon as possible once you are in post, so that we can talk about how your new ministry is developing and what might be most useful to you. I would be happy to come and visit you if that would be preferable, but we might also be able to meet either after a regional meeting, or in London at Church House. I will be in touch to set this up.

With all good wishes and prayers for you and your family as you prepare to move to your new home and begin your new ministry,

*Norman*

### **Useful contacts**

Norman Boakes      Archdeacons' National Development Officer  
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Liz Brereton      Archdeacons' Forum Administrator  
[liz.brereton@churchofengland.org](mailto:liz.brereton@churchofengland.org)      020 7898 1407

## So what is an archdeacon?

While much of an archdeacons work often seems to be about detail, that work is an integral part of helping to form and live the mission and strategy of the diocese. Archdeacons carry out their role as members of their Bishop's staff team, and most dioceses work collegially to develop and sustain vision, mission and strategy that will enable the church to grow and thrive. Here are two useful reflections on that.

The role of the Archdeacon is a senior leadership role in the dioceses with an important contribution to mission and strategy. It is a key support to the clergy, their families, to Churchwardens, and Area/Rural Deans. The consistent image is of an intermediary, an interpreter, a channel through which the diocese's strategy is communicated and implemented in the local church. Archdeacons are seen as needing to be spiritually secure and strategic thinkers. In all but a few cases, they have a statutory role with the jurisdiction of an Ordinary. The role is based on handling the tension between encouraging mission and creativity and ensuring that the order of the Church of England is maintained. Conflict is a regular feature of their work in their interpretive position between a range of different worlds and viewpoints. This means that developed people skills are essential. The role can be very busy and stressful. However, many Archdeacons use their statutory functions to encourage imaginative, mission based thinking amongst local clergy and churches.

*Sustaining Leaders in Mission and Change 2011:3*

...the way in which senior church leaders share ministry among themselves is of great importance. Here we touch again on some of the issues raised in Section 1, including the relationship within dioceses between diocesan and suffragan bishops, between bishops and archdeacons, and between ordained and lay leaders, and parallel sets of relationships between senior leaders within cathedrals and at national church level. In each case, there is a need to make space for careful reflection on the patterns of relationship between all those entrusted with senior leadership, and between them and those they work with and serve. Leaders in these contexts need to exercise authority, responsibility, accountability, collegiality and prayerful discernment together in a way that seeks God's kingdom above all else and reflects the underlying pattern of the self-emptying servant leadership of Christ (Philippians 2.1-11).

*Senior Church Leadership FAOC 2015 para 179*

## **Preparing for your role and useful information once you have started**

There is no way that any new archdeacon will ever be able to familiarise themselves with everything you need to know. But it is good to make a start, even if that is a simple scanning through some of the material available here. The aim is to become aware of some of what you will have to work with, so you know where to look and who to ask in due course.

### **Church law and national legislation**

New archdeacons come from a large variety of backgrounds, which mean that some are well acquainted with church law and regulations and relevant national legislation, while others find this a new and different world. I am therefore attaching a reading list of some material which you might find it helpful to acquire and read before you start your new role, so that you are aware of some of the legislation and what to watch out for. Where possible, I have incorporated internet links to save purchasing. I am conscious that none of this is scintillating and you will want to engage in this in a measured way. You will need to be aware of it in your new role primarily for the sake of those you work with but also for your own protection.

Some archdeacons have found it useful to become members of the Ecclesiastical Law Society <http://www.ecclawsoc.org.uk> Even for those who do not join, their website offers useful information e.g the Gospel and Law newsletter. The membership fee is a legitimate expense of office.

Another useful source of information is the *Law and Religion* blog which can be accessed at <http://www.lawandreligionuk.com> If you subscribe (click on that heading to do so), you will receive an email notifying you whenever a new post is made.

### **Conflict transformation**

One area in which archdeacons often find themselves working is that of conflict resolution and mediation. If you have not already been trained in this area, I do recommend that you seek training as soon as possible. The Bridgebuilders courses are particularly valued and they offer a course designed for senior church leaders. Their contact details are: <http://www.bbministries.org.uk/foundation-courses/foundation-courses-overview>

### **Safeguarding**

The position of Archdeacon is pastoral, administrative, disciplinary and quasi-judicial. The essential nature of the role has been described as “being a good steward so that others are freed to be the worshipping, witnessing and ministering Church”<sup>[1]</sup>. In terms of safeguarding Archdeacons will be involved in the handling of serious safeguarding situations in parishes, which relate to allegations against clergy and other church officers. In this regard they should:

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<sup>[1]</sup> Ravenscroft, the Ven. R. L. *The Role of the Archdeacon Today*, (1995) 3 Ecc LJ 387

- Work closely with the Diocesan Safeguarding Advisor on the day to day management of issues around any allegation;
- Attend Core Group meetings;
- Attend/chair parish meetings as required;
- Keep the Area Bishop informed of implications for pastoral oversight;
- Support the Incumbent through the any allegations process;
- Ensure the parish is implementing safeguarding practice and following the decisions of the core group;
- Have a working knowledge and pay due regard to all House of Bishops' policy, procedures and practice guidance,
- When new in post, have a one-to-one induction session with the Diocesan Safeguarding Advisor regarding House of Bishops' safeguarding policies, procedures and practice guidance, and how they are implemented in the diocese; and for information about past and current safeguarding issues in churches in his/her archdeaconry. Also, perhaps sit on a core group by way of induction;
- Attend at a safeguarding training session for Incumbents in the diocese (in order to be familiar with the training their clergy receive);
- Ensure that they are familiar with the implementation of all House of Bishops' policies, procedures and practice guidance, in particular Responding to Serious Safeguarding Situations, and their role in the core group management process of a serious safeguarding situation;
- Attend senior staff safeguarding training (C4);
- Attend diocesan refresher safeguarding training every 3 years;
- Assist in monitoring good safeguarding practice in parishes and during their annual visitation ensuring that parishes (PCCs and clergy) are adhering to good safeguarding practice by paying due regard to the House of Bishops' guidance

This means that archdeacons must have a working knowledge of all C of E practice guidance, but in particular Responding to Serious Safeguarding Situations.

In terms of training requirements for archdeacons, a Church of England Training and Development Strategy has been developed which has introduced standardised modules, materials and requirements.

In addition, and as part of the strategy, there is already a module for bishops and their senior staff called C4. This is offered to all diocesan bishops and is delivered by a member of the national safeguarding team, in conjunction with the Safeguarding Adviser of the diocese.

A new archdeacon should therefore undertake the following:

- When new in post, a one-to-one induction session with the Diocesan Safeguarding Adviser regarding national safeguarding policies, procedures and practice guidance, and how they are implemented in the diocese; and for information about past and current safeguarding issues in churches in his/her archdeaconry
- Attendance at a safeguarding training for incumbents' module (C3) in the diocese (for role modelling, and to be familiar with what their clergy are given)
- Familiarity with the implementation of all C of E Practice Guidance, but in particular of Responding to Serious Situations, and their role in the core group

management process of a serious safeguarding situation, and a chance to sit in on a core group by way of induction

- Attendance at a C4 event if offered in the diocese, plus any safeguarding training which the DSA offers to the bishops staff
- Diocesan refresher safeguarding training every 3 years.

The Practice Guidance can be found at

<https://www.churchofengland.org/more/safeguarding>

Archdeacons need to be familiar with this material, as they also have a role in monitoring good safeguarding practice in parishes.

### **The Wit and Wisdom of Archdeacons**

There is an emailing group called *The Wit and Wisdom of Archdeacons* which can be accessed at [wit-and-wisdom@justus.anglican.org](mailto:wit-and-wisdom@justus.anglican.org) This enables archdeacons who want advice from other archdeacons to ask a question and receive replies. Once your details have been added to the circulation, you simply send an email outlining your question / issue to this address and it is automatically circulated to all archdeacons. It has proved to be a useful tool in teasing out issues and suggesting possible approaches. So that there can be openness and honesty, individual contributions should be treated as confidential under what are normally called Chatham House rules, unless it is clear that the view or material may be used more widely.

Your email address will be added to the circulation list when we add you to the database. If you do not wish to be part of this group, please let Norman Boakes know.

## Useful Resources and Where to Find Them

Church of England

### Useful books

Jo Cundy

2014 *Surprised by Grief – practical reflections on clergy death in service*  
Morse Brown Publishing Birmingham

Catherine Fox

2014 *Acts and Omissions* SPCK London  
2015 *Unseen Things Above* Marylebone House London  
2017 *Realms of Glory* Marylebone House London

David Heywood

2011 *Re-imagining Ministry* SCM London

Tim Ling

2013 *Moving on in Ministry* CHP London

Nigel Peyton & Caroline Gatrell

2013 *Managing Clergy Lives* Bloomsbury London

### Archdeacons

Oxford Centre for Ecclesiology and Practical Theology

2011 *Sustaining Leaders in Mission and Change* Ripon College Cuddesdon

<https://www.churchofengland.org/sites/default/files/2017-12/Sustaining%20Leaders%20in%20Mission%20and%20Change.pdf>

R L Ravenscroft

1995 The Role of the Archdeacon Today *Ecclesiastical Law Journal* vol 3 p.379

### Appointments

Claire Pedrick

2011 *How to make great appointments in the church* SPCK London

Patronage (Benefice) Measure 1986 <http://www.legislation.gov.uk/ukcm/1986/3>

Guidance on parochial appointments: appointment of clergy office holders: a guide to good practice June 2015 – <https://www.churchofengland.org/more/clergy-resources/national-clergy-hr/guidance-clergy-appointments>

## Charity Law

The Charity Commission offer guidance about all that is involved in running a charity and being a charitable trustee – which includes all PCCs and many other church trusts. You will find this at: <https://www.gov.uk/running-charity>  
See also the guidance in relation to PCC finance below.

## Church of England Law

General Synod of the Church of England

2012 *Canon Law of the Church of England* CHP London

<https://www.churchofengland.org/more/policy-and-thinking/canons-church-england/canons-7th-edition>

General Synod of the Church of England

2016 *Church Representation Rules 2017* CHP London

<https://www.churchofengland.org/more/policy-and-thinking/church-representation-rules/church-representation-rules-online>

Mark Hill

2018 *Ecclesiastical Law (4<sup>th</sup> edition)* OUP Oxford

This book is an essential resource and is a legitimate expense of office and the latest edition has just been published.

Kenneth MacMorran and Timothy Briden

2010 *Handbook for Churchwardens and Parochial Church Councillors*  
Mowbray London

David Parrott

2011 *Your Church and the Law* Canterbury Press Norwich

Colin Podmore

2009 *The Governance of the Church of England and the Anglican Communion*  
GS Misc 910 - a clear explanation of where authority lies in the Church of England.

Anglican Communion Legal Advisors' Network

2008 *The Principles of Canon Law common to the Churches of the Anglican Communion* Anglican Communion Office London

<http://www.anglicancommunion.org/media/124862/AC-Principles-of-Canon-Law.pdf>

Legal opinions and other guidance – recent legal opinions are available via

<https://www.churchofengland.org/about/leadership-and-governance/legal-services/legal-opinions-and-other-guidance>

and it is worth buying the *Legal Opinions concerning the Church of England* CHP London as an expense of office.

The Churchwardens Measure 2001 governs the appointment, office and resignation of churchwardens and may be found at <http://www.legislation.gov.uk/ukcm/2001/1>

## Church Buildings, Church yards etc

[www.churchcare.co.uk](http://www.churchcare.co.uk) is the website of the Church Buildings Council and has extensive advice, access to documents, guides and legal measures.

For information on the Faculty Jurisdiction Rules 2015, which came into force on 1<sup>st</sup> January 2016, and particularly for information on list B matters which the archdeacon has authority to authorise, see: <http://www.churchcare.co.uk/churches/faculty-rules-2015>

Rupert Bursell

2017 Aspects of Burial and Exhumation in *Ecclesiastical Law Journal* vol 19 p. 169  
May 2017

a useful summary of the current legal position

Church Buildings Council

2012 *The Churchyards Handbook* CHP London

Charles Mynors

2016 *Changing Churches – a Practical Guide to the Faculty System*  
Bloomsbury London

A copy of your local Pevsener *Buildings of England* guide.

Check also the directions of the Chancellor of your diocese as regards churchyards and memorials.

For particular Consistory Court judgments, go to the website of the *Ecclesiastical Law Association*, at <https://ecclesiasticallawassociation.org.uk/index.php>

## Finance

Church House Publishing

2017 *PCC Accountability: The Charities Act 2011 and the PCC*  
5th edition CHP London

available for download at: <https://www.churchofengland.org/more/policy-and-thinking/pcc-accountability-guide>

The Parish Resources website has much useful information on PCCs, APCMs and Parish Finance and Administration. See: <http://www.parishresources.org.uk/>

For more information about **parochial fees**, go to

<https://www.churchofengland.org/more/clergy-resources/national-clergy-hr/life-events-parochial-fees-and-guidance>

And for guidance on the **expenses of the clergy**, go to:

<https://www.churchofengland.org/sites/default/files/2017-10/Parochial%20Expenses%20Guide%20-%202017.pdf>

## Human Resources matters

Jamie Harrison and Robert Innes

2016 *Clergy in a Complex Age: responses to the Guidelines for the Conduct of the Clergy* SPCK London

Ecclesiastical Offices (Age Limit) Measure 1975

<https://www.legislation.gov.uk/ukcm/1975/2/contents>

Age Limit Measure Guidance

[https://www.churchofengland.org/sites/default/files/2017-10/ac-age-limit-measure-guidance-for-website-october-2017\\_0.pdf](https://www.churchofengland.org/sites/default/files/2017-10/ac-age-limit-measure-guidance-for-website-october-2017_0.pdf)

Clergy Discipline Measure 2003

[https://www.churchofengland.org/sites/default/files/2017-10/cdm-2003-as-amended-by-scdm-jan-2017-as-published\\_0.pdf](https://www.churchofengland.org/sites/default/files/2017-10/cdm-2003-as-amended-by-scdm-jan-2017-as-published_0.pdf)

Clergy Discipline Measure 2003 Code of Practice

[https://www.churchofengland.org/sites/default/files/2017-10/code-of-practice-as-published-jan-2017\\_0.pdf](https://www.churchofengland.org/sites/default/files/2017-10/code-of-practice-as-published-jan-2017_0.pdf)

Clergy Discipline Measure 2003 Rules

<https://www.churchofengland.org/sites/default/files/2017-10/cdrules-as-amended-published-jan-2017.pdf>

Ecclesiastical Offices (Terms of Service) Measure 2009

[https://www.churchofengland.org/site/default/files/2017-10/eotos%20measure2009\\_0.pdf](https://www.churchofengland.org/site/default/files/2017-10/eotos%20measure2009_0.pdf)

Ecclesiastical Offices (Terms of Service) Regulations 2009 (composite)

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

Capability Procedure Code of Practice

<https://www.churchofengland.org/sites/default/files/2017-11/Ecclesiastical%20Offices%20Regulations%202009%20Capability%20Procedure.pdf>

Capability Procedure Supporting Advice

<https://www.churchofengland.org/sites/default/files/2017-11/Capability%20Procedure%20Code%20of%20Practice%20Supporting%20Advice.pdf>

Grievance Procedure Code of Practice

<https://www.churchofengland.org/sites/default/files/2017-10/grievanceprocedure%20cop.pdf>

Grievance Procedure Supporting Advice

<https://www.churchofengland.org/sites/default/files/2017-10/grievanceprocadvice%20SA.pdf>

Interim Posts Guidance

[https://www.churchofengland.org/sites/default/files/2017-10/Interim%20posts%20Guidance\\_0.pdf](https://www.churchofengland.org/sites/default/files/2017-10/Interim%20posts%20Guidance_0.pdf)

and

<https://www.churchofengland.org/sites/default/files/2018-01/Interim%20posts%20Guidance%20supplementary%20advice.pdf>

Clergy with Permission to Officiate Guidance

<https://www.churchofengland.org/sites/default/files/2018-07/House%20of%20Bishops%20Policy%20on%20PTO%20July%202018.pdf>

## **Marriage**

The Faculty Office of the Archbishop of Canterbury  
2010 *Anglican Marriage in England and Wales*

Marriage Measure 2008 – guidance from the House of Bishops

<https://churchsupporthub.org/download/house-bishops-guidance-marriage-measure/>

## **Parsonage houses**

*Parsonages – a design guide* (aka The Green Guide) is available as a download at

<https://www.churchofengland.org/sites/default/files/2017-11/Parsonages%20A%20Design%20Guide.pdf>

Repair of Benefice Buildings Measure 1972 – outlines the respective responsibilities of incumbents and diocese in relation to the upkeep of benefice houses.

<https://www.legislation.gov.uk/ukcm/1972/2/contents>

## **Pastoral deployment and re-organisation**

Mission and Pastoral Measure 2011 and Code of Practice

<https://www.churchofengland.org/more/parish-reorganisation-and-closed-church-buildings/mission-and-pastoral-measure-2011-and-code>

**also, see changes in** Mission and Pastoral (Amendment) Measure 2018

<http://www.legislation.gov.uk/ukcm/2018/4/contents/enacted>

There is lots of useful information about pastoral re-organisation and closed churches at:  
[www.ccpastoral.org](http://www.ccpastoral.org)

## **Record Management**

Information about the management of records, what to keep and for how long, and what not to keep, is available on the national website and on the Lambeth Palace Library website. The guides so far issued cover: parish; diocesan; episcopal; safeguarding records; and cathedral record keeping. There are also factsheets on issues such as Data Protection and the guidelines for clergy “blue” files which the house of Bishops published in 2013. All of these are accessible from:

<https://www.churchofengland.org/more/libraries-and-archives/records-management-guides>

or from:

<http://www.lambethpalacelibrary.org/content/recordsmanagement>

## **Safeguarding**

For current guidance, go to: <https://www.churchofengland.org/more/safeguarding>

NB 01.02.2019

## **Guidelines for the diocesan induction of a new archdeacon**

It is clearly important to ensure that your induction to your new role is as full and as useful as possible. To assist this process, we have produced these guidelines for the diocesan induction of a new archdeacon, which we hope everyone will find helpful. Copies will be sent to your diocesan bishop and diocesan secretary, and to your colleague archdeacons. You will see from this that your new colleagues as archdeacons are often key people in helping you both understand the role and how the role is lived out in your diocese.

*To the Diocesan Bishop and Diocesan Secretary with copy to new archdeacon and archdeacon colleagues*

## **Guidelines for the diocesan induction of your new archdeacon**

For many years the National Archdeacons' Forum has been working on improving the support and training for archdeacons, and in particular considering how we might support the initial induction of new archdeacons when they take up their role. We are clear that a good induction process not only makes the transition to the role of archdeacon easier; it also means that the new archdeacon is better equipped to fulfil their role earlier and less likely to make avoidable mistakes.

In 2010 the Forum commissioned a report on the continuing ministerial development of archdeacons from the Oxford Centre for Ecclesiology and Practical Theology. *Sustaining Leaders in Mission and Change* was published at the end of 2011 and has led among other things, to the creation of a support, development and training role in the post of Archdeacons' National Executive Officer.

In relation to new archdeacons, the report noted that new archdeacons come from a wide variety of backgrounds and with a range of skills and past experiences, and that it is important to allow for transition issues. Some of these issues are around moving to a new place, some are around taking on the archdeacon's role, and some come from leaving parish ministry and the resulting bereavement. It noted that those interviewed who had not come from parish roles seemed to move more easily into the archdeacon's role.

Any induction process needs to acknowledge this variety as well as offering a good start for the archdeacon entering on the role.

### **Diocesan Induction Programme**

From the research with archdeacons, diocesan bishops and others as part of the background to this report, and from feedback received from those who work closely with archdeacons, we would like to suggest that the following be considered for inclusion in a diocesan induction programme. In May 2002 the House of Bishops of the Church of

England agreed that this should be a three week programme during which time the new archdeacon's diary should be kept free from other demands. The other archdeacons in the diocese are a key resource in the induction, and can often deliver much of what is required.

We offer these guidelines well aware that each diocese will want to ensure that the induction reflects its own context and ethos. It is also important not to assume that someone knows anything, even if they have been appointed from within the diocese. With that in mind, these areas have been identified as particularly helpful for the various aspects of the new archdeacons' role:

**a) To play a full role within the leadership of the diocese**

- A briefing on the diocesan culture, structures and current vision and strategy;
- A one-to-one induction session with the Diocesan Safeguarding Adviser regarding national safeguarding policies, procedures and practice guidance, and how they are implemented in the diocese; and for information about past and current safeguarding issues in churches in his/her archdeaconry. This should be followed up with attendance at a safeguarding training for incumbents module in the diocese (for role modelling, and to be familiar with what their clergy are given);
- A briefing on how the Bishop's staff team and other committees on which the archdeacon will sit, actually work;
- Individual meetings with all members of bishop's staff team, including Bishop's Chaplain / Lay Assistant;
- An introduction to the Cathedral, Chapter and other key staff (esp vergers, administrators);
- Meeting early in post with the key people the archdeacon will be working with in relation to any particular portfolio roles;

**b) To fulfil the legal and administrative responsibilities as archdeacon**

- An introduction to Diocesan systems, policies and rules (eg appointment processes, Churchyard regulations, DAC and how the archdeacon is involved in all of these);
- One to one meetings with the Diocesan Registrar, Chancellor, DAC Chair and Secretary, and others with whom archdeacon will work closely;

**c) To work with parishes and deaneries in bringing about change**

- An introduction to the Mission and Pastoral Measure 2011 (or similar legislation in Wales) and how your diocese is using that in relation to pastoral re-organisation and new initiatives, in implementing the diocesan vision and strategy, and a meeting with the Pastoral Secretary;
- An early opportunity to meet with his/her area deans and lay chairs

- a day or two-day tour of each of the deaneries in the archdeaconry, organised by the Area Dean, with a visit to each of the churches and clergy. This helps the new archdeacon to begin to know the individual clergy and parishes.

**d) To encourage and support clergy, lay ministers and church officers**

- Meeting diocesan staff and touring diocesan office(s), with appropriate one-to-ones, especially time with the Director of Finance to learn about the parish share system and diocesan finances
- A chance to visit some parishes and sectors simply to become familiar with some of the area – driving around the patch and stopping to walk some parts of it gives both a feel for the area as well as learning its geography

**e) To take responsibility for themselves and their own ministry and wellbeing**

- An introduction to office procedures, expenses and administrative systems and policies
- An opportunity to meet with her/his PA and to discuss how they will work together
- A review of the expenses, budget and work base provided for the archdeacon and their PA to ensure that this is suitable.

As part of the induction it is suggested that there is agreement to regular one-to-one meetings with the diocesan bishop, or the bishop with whom the archdeacon will work most closely, and that there should be an opportunity to review the role description with the diocesan bishop six months after taking up the post.

The frequency of MDR with the diocesan bishop should also be agreed. The Forum has also produced material to assist with the MDR of Archdeacons. If you do not have a copy, it is available from the Archdeacons' National Executive Officer and from the Church of England website:

## **The Archdeacons' Forum role**

To supplement the induction in the diocese, the Archdeacons' National Executive Officer sends each new archdeacon immediately after their appointment a copy of our induction booklet ***So you're going to be an archdeacon...*** This booklet contains useful information to assist the new archdeacon to prepare for the role. The Executive Officer will also offer a one-to-one meeting with the new archdeacon to discuss how they are finding the new role and explore what might be most useful to them. This meeting is usually about two to three months into post. As part of that conversation, there will be an exploration of the following and whether they might be useful to the new archdeacon:

- a mentor (an experienced archdeacon from a neighbouring diocese)
- a work consultant / coach
- a cell group – action learning set

- whether she/he might value some additional development around leadership, management skills, how systems work, and organisational theory and practice, exploring what is available from a variety of sources
- courses and events arranged by Bridgebuilders, the Ecclesiastical Law Society, 3D coaching, Ripon College Cuddesdon, Sarum College and others.
- support in continuing personal spiritual development for the archdeacon and their family (if the archdeacon is full-time, where to worship, the pattern of daily prayer, time for quiet days and retreats)
- how to ensure a healthy balance in ministry between work, prayer and worship, study and recreation
- how to live out with role with integrity and in a way which honours the person's passions and skills

It is clear that, where possible, some of the learning will better take place with other colleagues (e.g. bishops, diocesan secretaries, deans, chancellors, registrars) and within the life of the Bishop's Staff Team.

We will also invite your new archdeacon to *The New Archdeacons' Conference* which is a 54 hour induction event currently held once every nine months. This conference offers a chance to reflect on the new role and what it means in the light of the mission emphasis in the church today, encourages an exploration of the spiritual foundations for this ministry, and offers detailed advice *inter alia* on ecclesiastical and other law, making appointments, working as part of the Bishop's staff team, Clergy Discipline Measure, HR processes, faculties, developing church buildings and pastoral re-organisation.

We hope that this information is useful to you as you plan the induction programme for your new archdeacon, and that you find it helpful to be aware of the work of the forum and my own role in this process. If you have any suggestions about how we can improve our support both to new archdeacons themselves and to dioceses in their induction process, do please contact the Archdeacons' National Executive Officer.

## **Insurance cover for Archdeacons – a note to Diocesan Secretaries and Archdeacons**

It is crucial that archdeacons are covered by the diocesan insurance policy for any matters which may arise out of their role as archdeacon. Recent discussions have indicated that some dioceses may not have the full extent of cover which is now desirable. We are therefore asking Diocesan Secretaries kindly to check that the following are included in the diocesan insurance policy and that your archdeacons will be covered for these areas:

- *property cover for office equipment* cover for equipment such as laptops, computers and office furniture that is owned by the diocese and used by archdeacons in the course of their duties. Cover should be "all risks" for anywhere in the United Kingdom and include loss by fire, theft, malicious damage and accidental damage
- *employers' liability* an Archdeacon's Personal Assistant as an employee of the DBF should be fully covered for any legal liability for an injury or illness which may arise in the course of their employment

- *public liability* the DBF public liability cover should indemnify an archdeacon in the event of any legal liability for bodily injury or illness to a member of the public or damage to their property arising out of their role as archdeacon
- *libel and slander (defamation)* cover for any legal liability which may arise from the publication or utterance of a libel or slander whilst carrying out their role as archdeacon. The cover will exclude any intentional or criminal libel or slander.
- *Errors and omissions* cover indemnifies an archdeacon if they are held legally liable for errors or omissions in the provision of advice given while acting in the role of archdeacon. This may be important in relation to their authority under list B of the Faculty Jurisdiction Rules 2015.
- *Trustee liability* as an ex officio member of the DBF.
- *Clergy legal defence* cover relating to Criminal pre-proceedings, Criminal prosecution defence, Discrimination, Data protection, Conscientious objection (following a decision not to solemnise a marriage)
- *Clergy Terms of Service Diocesan Legal Protection* which also covers an archdeacon acting in their capacity as an office holder as well as a DBF Trustee
- *Errors and Omissions* cover for any error or omission an archdeacon might make in their role.
- *Personal accident* the archdeacon is covered should they be personally injured or hurt through anything which occurs while exercising their role as archdeacon.

Because of their particular role in sometimes having to be the complainant under the Clergy Discipline Measure, we recommend that all archdeacons take out the *Clergy Discipline and Terms of Service Legal Protection* cover with Ecclesiastical. This is a personal cover which we trust DBFs will be willing to reimburse when claimed on archdeacons' expenses. This cover lapses the moment it expires, so it is also recommended that all archdeacons continue to have this cover for five years after ceasing to be an archdeacon to ensure they are covered for any actions brought against them about their behaviour during their time in office.

NB 22.11.2018

# LEGAL RESPONSIBILITIES OF AN ARCHDEACON in the Church of England

The office of archdeacon has its origins in the early history of the Church. An archdeaconry is a legal division of a diocese for administrative purposes within which the archdeacon exercises an ordinary jurisdiction. The essential nature of the role has been described as 'being a good steward so that others are freed to be the worshipping, witnessing and ministering Church'<sup>1</sup>. The legal responsibilities of an archdeacon are summarised below.

## Diocesan governance

1. The archdeacon is a member, *ex officio*, of
  - the Diocesan Synod (Church Representation Rules 2011, Rule 30(4));
  - the Diocesan Advisory Committee (DAC) (Care of Churches and Ecclesiastical Jurisdiction Measure 1991, Schedule 1);
  - the Diocesan Parsonages Board (Repair of Benefice Buildings Measure 1972, s.1(4)); and
  - the Diocesan Mission and Pastoral Committee (Mission and Pastoral Measure 2011, Schedule 1).

## Parochial governance

2. An archdeacon has a duty to hold visitations in his or her archdeaconry as provided in Canon C 22, paragraph 5.
3. On receiving a valid request to convene an extraordinary meeting of a PCC, the archdeacon must do so if he or she deems there is sufficient cause. The archdeacon must also chair the meeting or appoint a deputy to do so (Church Representation Rules 2011, Rule 23(1)).
4. At the direction of the bishop, the archdeacon inducts a priest who has been instituted to a benefice into the possession of its temporalities (Canon C22, paragraph 5). Although the archdeacon has no statutory role under the Patronage (Benefices) Measure 1986, in practice he or she is usually actively involved in guiding parishes through the appointments procedure.

## Buildings and property

5. In his or her own archdeaconry, the archdeacon is a key player in the operation of the faculty jurisdiction under the Care of Churches and Ecclesiastical Jurisdiction Measure 1991 and the Faculty Jurisdiction Rules 2013. He or she is *ex officio* a member of the DAC and has statutory powers:
  - to grant faculties without reference to the Chancellor in certain types of case listed in Part 7 and Schedule 2 of the Faculty Jurisdiction Rules 2013;
  - to grant a licence for temporary minor re-ordering on an experimental basis for a non-renewable period of 15 months, after which the

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<sup>1</sup> Ravenscroft, the Ven. R.L. *The Role of the Archdeacon Today*, (1995) 3 Ecc LJ 387

experiment must be ended – in which case the archdeacon has a duty to ensure that the previous position is restored -or a faculty obtained for permanent changes; and

- to order the removal to a place of safety of an item of architectural, artistic, historic or archaeological value which appears to be at risk.

The archdeacon may initiate or intervene in faculty proceedings and may be asked by the Chancellor to seek local resolution of a particular case. The archdeacon is normally present at any Consistory Court hearing in his or her archdeaconry.

6. Canon C22, paragraph 5, requires the archdeacon to survey, in person or by deputy, all churches and churchyards and give direction for the amendment of all defects in the fabric, ornaments and furniture. He or she also has power under the Inspection of Churches Measure 1955, s.2 to enforce the requirement for a quinquennial inspection of a church by a qualified person.

#### Pastoral reorganisation

7. The archdeacon is an ‘interested party’ under s6 of the Mission and Pastoral Measure 2011 in relation to pastoral proposals affecting any benefice or parish in his or her archdeaconry. In practice, the archdeacon is usually actively involved in identifying the need for pastoral reorganisation and initiating discussions with other interested parties.

#### Clergy: pastoral care and discipline

8. Canon C22, paragraph 4 provides that an archdeacon ‘*shall within his archdeaconry carry out his duties under the bishop and shall assist the bishop in his pastoral care and office, and particularly he shall see that all such as hold any ecclesiastical office within the same perform their duties with diligence, and shall bring to the bishop’s attention what calls for correction or merits praise.*’
9. Canon C7 provides for the archdeacon to assist the bishop in the examination of candidates for ordination.
10. Under Part I of the Incumbents (Vacation of Benefices) Measure 1977, a request for an enquiry on the grounds of serious pastoral breakdown must in the first instance be referred by the bishop to the archdeacon, who is required to report to the bishop whether such an enquiry should, in his or her opinion, be instituted.
11. The archdeacon has no statutory role in proceedings under the Clergy Discipline Measure 2003, but the Code of Practice (paragraphs 10-12) describes circumstances in which it may be appropriate for the archdeacon to act as the complainant, or (paragraph 100) to provide pastoral support.
12. The archdeacon will normally be the person appointed by the bishop to oversee an enquiry into the capability of an office holder under Common Tenure (paragraph 4.1 of the Code of Practice issued under Regulation 31(3) of the Ecclesiastical Offices (Terms of Service) Regulations 2009).

13. The archdeacon is also usually responsible for overseeing the formal stages of the grievance procedure established under Regulation 32 of the Ecclesiastical Offices (Terms of Service) Regulations 2009.

*The Legal Office February 2015*

## **The Church and Law**

*This extract from the Preface by Rowan Williams to THE PRINCIPLES OF CANON LAW COMMON TO THE CHURCHES OF THE ANGLICAN COMMUNION (Anglican Communion Office 2008: 11) provides a simple and clear statement about why the Church which seeks to live by the Gospel also needs law.*

Although lawyers are the victims of almost as many unkind jokes as clergy, the truth is that law, properly understood, is not an alien imposition on a grumbling public but a way of securing two things for the common good. The first is consistency: law promises that we shall be treated with equity, not according to someone's arbitrary feelings or according to our own individual status and power. It gives to all of us the assurance that we can be heard. The second is clarity about responsibility: we need ways of knowing who is supposed to do this or that and who is entitled to do this or that, so that we can act economically and purposefully, instead of being frustrated by a chaotic variety of expectations and recriminations.

Law in the life of the Church is no different. Canon Law begins from that basic affirmation of equity which is the fact of membership in the Body of Christ - a status deeper and stronger than any civil contract or philosophical argument. And it seeks clarity about who may do what and who is answerable to whom, because every Christian has to know how to work out their responsibility to God within the context of the various relationships and obligations they are involved in. Understanding and knowing how to work with Canon Law is a necessary aspect of exercising authority and holding responsibility in the Church...

# Resourcing Archdeacons

## 1. Introduction

With the varied size and nature of archdeaconries, and the different diocesan approaches, it might be thought impossible to suggest some guidelines for the resourcing of archdeacons. But good practice guidelines have been developed for various aspects of national church and diocesan life, and there is an argument that the same should be done for archdeacons. While such guidelines need to be flexible to allow for the different situations of different archdeaconries, that reality should never be used as an excuse for archdeacons to be poorly resourced or inadequately supported. This paper seeks to suggest such good practice guidelines for resourcing archdeacons in their ministry.

## 2. Housing

2.1 While there is no standard for an archdeacon's house, the Green Guide recommendations should serve as a minimum. The house needs to be large enough to house the archdeacon's family, (four bedrooms and two reception rooms, with adequate kitchen, bathrooms and toilets) and also provide a study for the archdeacon to work when at home. It also needs to be suitable for entertaining clergy and church officers of the archdeaconry and colleagues.

2.2 Sometimes the house may be provided with the other part of an archdeacon's dual role, so the house is the benefice house or that of a canon residentiary. It is undesirable that any house offered an archdeacon should be below the Green Guide standard; however, it is also important that an archdeacon's place of residence should not be too much larger or dissimilar to that of most beneficed clergy.

## 3. Personal Assistant

3.1 If an archdeacon is not to be over occupied with basic administrative tasks, it is essential that they should have their own PA who works for them, manages their diary and carries out those administrative tasks. Sometimes this PA may be shared with another archdeacon, or with an area bishop, but it is essential that each PA has time to carry out the necessary functions for their archdeacon.

3.2 A good and able PA may often be able, with experience, to answer certain queries or field certain matters without needing to consult the archdeacon, but this is a matter of personal agreement with each archdeacon.

3.3 Not to provide an archdeacon with this support is seriously to hamper their ministry and impede their role.

## 4. Office

4.1 Every archdeacon needs to have an office where their PA is based and from which they can also work. There is no "one size fits all" for this, as circumstances vary across the country, and the geographical size and location of the archdeaconry

in relation to the diocesan office may well play a factor. Here are a few comments on the various possible locations

**4.2 The diocesan office.** Many archdeacons' PAs are based in the diocesan office and their archdeacons also have accommodation there. The advantage of this arrangement is that the archdeacon and their PA is more connected with the rest of the diocesan team, and it can be much easier to sort matters and to network. This is often a very successful arrangement in urban or moderately compact dioceses. It can also sometimes work even in a more widespread rural diocese, where the archdeacon may only visit the office once or twice a week.

**4.3 At the archdeacon's house.** In largely rural areas, where mileage can be challenging, this may be the best solution. But there are two concerns which must be addressed.

- It is important that the building is suitable. The PA's office may join onto the archdeacon's study, but it should have its own entrance, and be provided with its own kitchenette and toilet facilities. It is highly undesirable for an archdeacon's PA to have to access the kitchen and toilets of the archdeacon's personal living space.
- This arrangement can lead to an archdeacon's PA being quite isolated, both from other diocesan personnel, but also personally if the archdeacon and his/her family are absent from the property for most of the working day. There should be an assessment under the lone working policy, and also provision for the PA to meet regularly with other diocesan staff.

**4.4 In an area office.** In larger dioceses with an area system, the area bishop and archdeacon may share an area office where their PAs are also based. Sometimes, other members of the area team may also be based there. This can work very well in terms of co-ordination and communication within the area; it may mean that extra work has to be done to ensure communications between the different areas and the whole diocese are well maintained.

**5. Information technology.** Wherever the archdeacon's office is located, it is essential that both at home and in the office archdeacons have full access to information technology, with the best possible broadband connection and the ability to access the diocesan intranet, database and all relevant information. This provision should include a printer / photocopier convenient for their use. A suitable smart phone should either be provided by or paid for by the diocese so they can access the system on line wherever they are. They should receive full support from the diocesan IT support service.

## **6. Expenses**

**6.1** There is no separate guidance on the expenses for archdeacons. The booklet *Parochial Expenses of the Clergy* may serve as a useful guide, remembering that an archdeacon may be offering more hospitality than an average incumbent. All expenses should be properly claimed every month, and evidence provided where possible of expenses incurred.

6.2 It should be remembered that the archdeacon is answerable to the diocesan bishop for their ministry but it may not be thought practical to ask the diocesan bishop to authorise payment of expenses. If someone else is so authorised, there needs to be a clear understanding that they are carrying out this function on the bishop's behalf and are answerable to the bishop.

6.3 The archdeacon's house is their official base in terms of their ministry (and so attracts an HLC allowance) and all mileage expenses should be claimed with that house as their base.

## **7. Provision of Car**

In many dioceses, it is unusual for a car to be provided for an archdeacon in their ministry. Archdeacons use their own cars and claim the mileage allowance as approved by HMRC. This is often the most economical provision to avoid tax implications for the archdeacon concerned. But in large rural dioceses, where the annual mileage is substantial, a car may be provided under arrangement from a leasing firm. Where this is to be done, it is important to check that this is the more economical provision, and that there will not be adverse tax implications for the archdeacon.

Agreed by the Archdeacons' Forum Executive 21<sup>st</sup> November 2017

NB 23.11.2017

## Some ideas from the Archdeacons' Forum

### ARCHDEACONS AND AREA DEANS AND LAY CHAIRS

For most archdeacons, their relationship with their lay chairs and area deans is a very important one. In most dioceses, there are already regular and fairly frequent meetings of the archdeacon and their area deans and lay chairs. These meetings provide an opportunity not simply to do the business (as important as that is) but to build relationships and have a safe forum for open thinking and sharing. There are various ways in which this can be achieved, and the context will often influence the model used. Here are some ideas which some have found helpful.

- meet together once every two months, and include lunch together either at the end or beginning of the meeting
- circulate as much material as possible electronically before a meeting to save time at the meeting.
- ensure that you go away together for 36 hours each year but limit detailed business to just three of those hours, using the rest of the time for some broader thinking and sharing of ideas, possibly inviting someone to give some input for facilitate this discussion
- have a day together every year doing something relaxing and enjoyable with no business

### ARCHDEACONS AND CLERGY

We offer some suggestions about how to improve and build good relationships with clergy, both those serving in parishes and those in sector ministries. Clearly these suggestions need to be held in tension with other provisions that may be taking place within a diocese, not least with any initiative by the relevant Training Dept or from the Diocesan Bishop.

The following areas might be worth 'marking' (with the above caveat taken into account):

#### **Social Events:**

1. Cluster Lunches: Meals with five or six clergy over a lunchtime
2. Drinks Party: This could be with or without spouses and take place in the New Year when things are a little quieter.
3. Day Out: This might be particularly useful for single clergy who would appreciate a bit of networking.

#### **Ministry Events:**

4. 'Day' Events: These could be either half day (9.30am-12.30pm) or full day (10am-4pm) using a mixture of speakers and other resources, either from within or outside the diocese (local police, social services, Emergency Planning

Officer, those from other Faiths and traditions, or just some of the movers and shakers within the archdeaconry).

Residential Events: This could also be offered as a residential event for 36-hours which would certainly enable clergy to have a drink at the 'close of play'. [Remember it is important to ensure you do not clash with any training provision offered by the diocese].

### **Pastoral Events:**

5. Sharing with a group of clergy who are in a similar situation, i.e. those with big building projects, those beginning to think about retirement, or those who have relatively small congregations and few lay leaders. This would enable clergy to do a bit of experience swapping.
6. Tea for Two: It is always good to try and catch up with clergy pastorally, though this may be more difficult in a larger archdeaconry.
7. Prayer List: Have a monthly list so that all your archdeaconry clergy can pray for each other over a 31 day cycle.

### **Information Sharing:**

8. Send out an email to all archdeaconry incumbent/associate-level clergy with news (from the archdeaconry and/or wider diocese), or perhaps more importantly a review of a book resource you have come across, or an interesting/worthwhile article, or just a clever quote that got you thinking.

## **ARCHDEACONS AND CHURCHWARDENS**

1. Churchwardens are officially officers of the bishop, but in practice there are many areas in which they have a regulatory relationship with archdeacons: e.g. faculties, churchyards etc. Take every opportunity to affirm the view of churchwarden as one of the key lay ministries within the church. That also means helping them to see their role in the wider context of the parish's overall mission and ministry, and not just as functionaries, related to fabric/ finance/ PCC/ or sidespeople rotas.
2. Dioceses handle Visitations for the swearing in of churchwardens in a variety of ways. One possibility is a deanery service in May/June each year, using a preaching slot to affirm the churchwardens in their lay ministry role, and also to remind everyone else of the valuable responsibilities they carry. There is advantage to doing this in a wider deanery context, rather than just at annual visitation services, because it enables churchwardens to be affirmed in the presence of their clergy and other parish representatives, rather than just in company with each other.
3. Work with others to ensure that the diocese offers a suitable induction and training programme for churchwardens, which may also be expanded to other categories of parish officers and roles. This programme may include:
  - induction sessions for new churchwardens – parish legalities etc
  - working collaboratively, and relationship with incumbents, other ministers and diocesan officers

- role of the DAC & help available with projects and faculty processes,
  - churchwardens' roles during a vacancy,
  - routine care & maintenance for churches
4. Inspections: again dioceses approach these differently. Some archdeacons use annual parish inspections as a means of meeting all churchwardens individually. If the inspections are carried out on a three- year rolling cycle, shared with area deans, the archdeacon sees every parish at least once in every three years, albeit briefly. This is also an opportunity to encourage and affirm the good work done by churchwardens, and to help pick up any matters concerning their incumbent and parish relationships which might otherwise stay under the radar.
  5. Incumbents should be encouraged, where possible, to delegate responsibility for fabric and faculty matters to the churchwardens, and/or a parish committee, chaired by churchwardens, answerable to the PCC. This encourages a sense of collaborative working across the parish/benefice/mission area unit, and supersedes an older model where everything revolved around the incumbent.
  6. Ensure that the churchwardens know that they are welcome to contact you directly, and that you are willing to receive calls and emails and meet them without their necessarily having to go through their incumbent first. A willingness to respond and be available means that queries can be answered, diocesan resources and officers signposted, advice given directly on faculty procedures etc, and possible problems responded to earlier rather than later.
  7. Consider having an annual churchwardens' social event or events. Early autumn can be a good time for these, with the dates publicised at the Visitations. There can be a chance to mingle and network informally over a glass of wine or two and a few nibbles, then folk may sit down (around small tables) for a Q&A session, perhaps sharing experiences of building issues (recommended contractors, etc) and other items. The whole evening would last around an hour and a half.