



# **Ministerial Development Review for Clergy**

**Information  
Booklet**

**2020**

# CONTENTS

Contacts	2
Introduction to Ministerial Development Review	3
Aim and Objectives of Ministerial Development Review	4
The Foundations of Ministerial Development Review	5
Ministerial Development Review Scheme 2018	8
The MDR Process in Detail	10
Professional Development	16
Episcopal Review	17
Appendix 1	
Structure of the Revised Core MDR Scheme	18
Appendix 2	
Completing the Year 1 Preparation Form	20
Appendix 3	
Extended Ministerial Review	22
Appendix 4	
Glossary of Terms	23

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## ABBREVIATIONS

CMD	Continuing Ministerial Development (formerly 'CME')
EMR	Extended Ministerial Review
MDR	Ministerial Development Review

# INTRODUCTION

Ministerial Development Review is now a fully integrated part of clergy<sup>1</sup> and ministerial life, not only in the Diocese of London, but also generally in the Church of England. *Guidelines for the Professional Conduct of the Clergy*<sup>2</sup> states:

*The clergy should participate fully in continuing ministerial education and in appraisal, knowing that accountability involves regular review personally and with others*<sup>3</sup>

Under the provisions of the Ecclesiastical Offices (Terms of Service) Regulations, participation in Ministerial Development Review is required of all clergy office holders.<sup>4</sup>

The term Review is intentionally used in the Diocese of London's Scheme as it is seen to be a clergy-led scheme using consultants to assist clergy in undertaking an annual review of their current situation.

The Diocese of London's Ministerial Development Review Scheme was formally established in 1998. Each Episcopal Area has interpreted the Scheme in a way it feels most appropriate for local needs, but the Scheme retains a family resemblance across the diocese.

The London Scheme in its present form has been in place since 2008. This booklet spells out in more detail the theological undergirding of the scheme, its aims and objectives, and the details of its working. If you have any queries about the scheme and how it operates, please contact one of the MDR Administrators in the first instance.

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<sup>1</sup> For the benefit of this document 'clergy' refers to all clergy who hold a Bishop's Licence, and additionally licensed Church Army Officers and licensed Lay Workers

<sup>2</sup> *Guidelines for the Professional Conduct of the Clergy* Church House Publishing 2003

<sup>3</sup> *ibid* Paragraph 9.3

<sup>4</sup> Section 18 of the Regulations refers.

## **AIM AND OBJECTIVES OF MINISTERIAL DEVELOPMENT REVIEW**

The aim of ministerial review is that ministers should become more effective Christians in the service of Jesus Christ through self-reflection and the affirmation of their peers.

The objectives are that ministers:

1. be given an opportunity to pray and reflect on their vocation and ministry;
2. take stock of their ministry thus far and identify areas on which to build and areas of need which should be given attention;
3. be given an opportunity to be encouraged and challenged;
4. become realistic about their strengths and weaknesses;
5. set goals for their work and personal development;
6. identify and access both personal and professional training, support and development needs.

This will be achieved through the following framework:

1. An annual consultant's review of their ministry, consisting of an assisted self-assessment and addressing issues of personal and professional training, support and development.
2. A structured triennial interview with their bishop, based on the outcomes of their consultant's reviews, and concentrating on their ministry in relation to the mission and ministry of the Diocese as set out in the London Challenge.
3. An opportunity to discern development and potential in their ministry (and particularly for parochial clergy in relation to the Parish Mission Action Plan).
4. An opportunity to identify CMD requirements appropriate to individual clergy.

# FOUNDATIONS OF MINISTERIAL DEVELOPMENT REVIEW

## WHY REVIEW?

It is generally accepted that there is great value in reflecting on the way we do our work and using that reflection as the basis for further growth. Ministerial Development Review is a way of building on this to support and encourage those who minister publicly in our parishes, chaplaincies, and places of work. One of the major responsibilities of a bishop is the pastoral and professional care of clergy. Ministerial Development Review is an important part of the process for exercising that responsibility. The clergy of this diocese work faithfully and diligently, often in difficult circumstances, to preach the gospel and celebrate the sacraments, to care for those in need, to lead others in prayer and service, to relate the things of God within a society which is changing rapidly. It is important to support and encourage them in this vital ministry.

## A THEOLOGICAL BASIS?

Many theological strands can be picked up in Ministerial Development Review process. Often, in his ministry, Jesus took time aside to reflect and to pray; Ministerial Development Review provides an ideal opportunity to reflect on ministry in an organised way, which is different from Retreat and Quiet Days.

At the heart of MDR is the need to hold and to work at 'Vision'. We are called not just to bumble along but rather to see ourselves and our ministry within the whole work of God and the Vision of the Kingdom of God. We are reminded by the writer of Proverbs that *Where there is no vision, the people perish.* Proverbs 29:18 KJV

Perhaps most compelling, though, is St Paul urging the people of Ephesus to be equipped for the task that is set before them:

*The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, to equip the saints for the work of ministry, for building up the body of Christ, until all of us come to the unity of the faith and of the*

*knowledge of the Son of God, to maturity, to the measure of the full stature of Christ. Ephesians 4:11-13 NRSV*

To be aware of our strengths and weakness, to receive organised and meaningful feedback, to identify our development needs, will inevitably be a major contribution to equipping ourselves for the ministry to which God has called.

## **FOR WHOM?**

All clergy (deacons, priests and bishops; self supporting and stipendiary) who are licensed in the diocese are required to undergo a regular review, with a consultant of their choice, from the list provided. Those in their first year of ordained ministry are exempt, as they have a review process built into their initial year of ministry. Those who have just taken up a new incumbency and are part of the induction process for new incumbents are not reviewed in their first year.

## **WHO REVIEWS?**

Ministerial Development Review Consultants are appointed by the bishop for their wisdom and experience. They are chosen for their skill at listening to others, summarising and feeding back the information they receive, helping people to set realistic working goals, and helping them deepen their reflection on their ministry. They are all church members. Many are lay people, using their experience and insights to express the partnership between clergy and laity in the strengthening and development of the Church's mission.

Consultants undergo training for this ministry to develop their confidence in using their skills in the context of the scheme. They meet together annually with the Bishop to review the process.

In each Area there are between 30 – 40 consultants, about half of whom are lay people and half are clergy. All undertake this ministry in a voluntary capacity. A full list of Consultants, with short biographies, is circulated annually.

## **THE REVIEW**

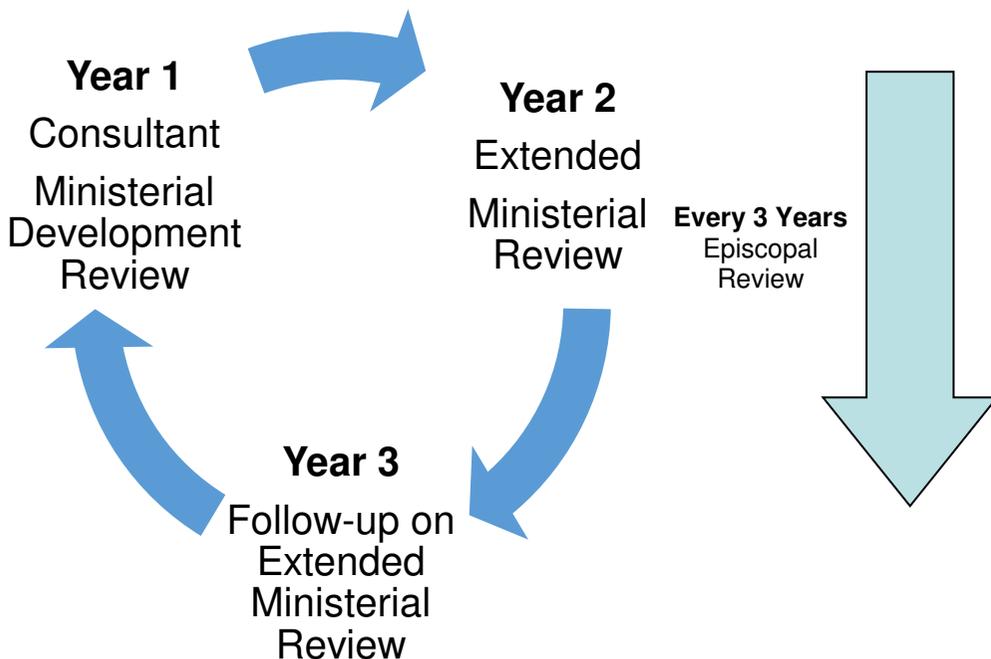
The Review is essentially an opportunity for clergy to sit down with someone familiar with their work, for about two hours, and talk about their ministry. They will talk about what has gone well over the past year and what has contributed to this. They will also consider areas that have been more difficult and whether there are possibilities for action. There will be an opportunity to agree some realistic goals for the next year and to identify further support or development needs that might help in the attainment of those goals.

The interview will be aided by a preparation process, which will provide the background for the discussion. This will remain confidential to minister and consultant. The consultant will be responding in a non-directive way to the agenda presented by the minister and review process.

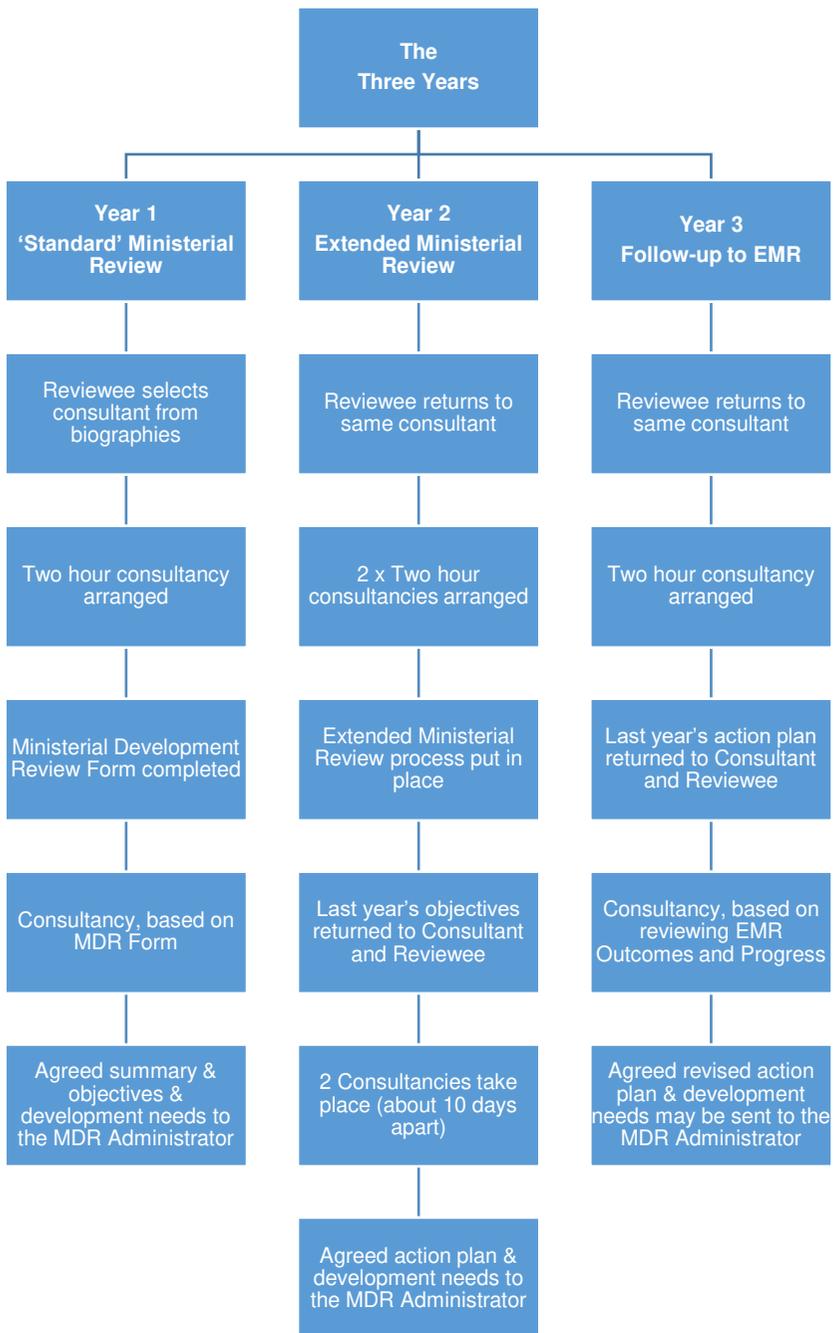
At the end of the discussion a summary statement is agreed by the minister and consultant. This summary and the development needs forms are all sent to the MDR Administrator.

## THE MINISTERIAL DEVELOPMENT REVIEW SCHEME

The scheme is based upon an annual review on a three year cycle



- This 3 year cycle expects that there will normally be continuity of MDR Consultant
- Outcome objectives can be set for the whole three year cycle
- A new consultant will normally be sought for the next three year cycle
- However, flexibility will remain in the scheme for change of consultant, and for postponement of EMR for one or more years where appropriate
- Episcopal Review will run triennially alongside the cycle, but will not be dependent up it



# THE MDR PROCESS IN DETAIL

## YEAR 1 REVIEW

### STEP 1

Clergy<sup>5</sup> receive a form asking them to select up to three consultants, in order of preference. Consultant biographies are also enclosed. They are asked to indicate whether they are wishing to see the same consultant as previously (the same consultant may only be seen for three consecutive reviews, and the norm will be to see the same consultant for the whole three year cycle, where possible).

### STEP 2

Once reviewees have returned their form to the MDR Administrator, availability is checked, together with the consultant's willingness to see each reviewee.

### STEP 3

Reviewees will then receive details of their Consultant and their preparation form/s<sup>6</sup>(guidance notes for completing these can be found at Appendix 2).

### STEP 4

The consultant will contact their reviewees to arrange a date and place. Up to two hours should be allowed for this meeting. *[Reviewees are free to contact their consultant themselves. If contact has not been established by the end of April, the MDR Administrator should be notified.]*

### STEP 5

Reviewees complete and return the appropriate forms three weeks before the agreed date of the meeting with consultant, keeping a copy for reference.

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<sup>5</sup> Those in their first year of ministry and those in the first year of a new parish are exempt, as they are subject to other review processes

<sup>6</sup> More information and all forms available on the diocesan web site:  
<http://www.london.anglican.org/support/ordained-ministry/ministerial-development-review-for-clergy/>

#### STEP 6

Reviewees are encouraged to share the review process with those amongst whom they minister, eliciting feedback from significant people in their ministry setting. The form may be copied to others, or appropriate questions extracted and asked of others.

#### STEP 7

Reviewees meet with their consultant for a confidential review and agree objectives for the coming year.

#### STEP 8

Reviewees complete, with their consultant, a summary form (consultants hold copies of this form). The form is then returned with the support and development needs to the MDR Administrator. The returned forms remain confidential to Bishop, CMD Officer and personal Consultant(s)

#### STEP 9

The Bishop will write to the reviewee responding to any issues raised in the Ministerial Development Review summary. The CMD Officer will write to the reviewee responding to issues raised as support and development needs.

## **YEAR 2 REVIEW (EXTENDED MINISTERIAL REVIEW)**

Extended Ministerial Review (EMR) aims to provide a process of enhanced feedback for clergy. It is based on the principle of '180 degree' feedback and uses a framework of 'Core Competencies'. EMR is a Web (Intranet) based scheme and is entirely confidential to Reviewee and Consultant. Further details can be found at Appendix 3. <sup>7</sup>

### **STEP 1**

Clergy receive a form asking them to confirm that they wish to see the same consultant as the previous year (assuming that consultant is available to see them), or giving them the opportunity to select a new consultant.

### **STEP 2**

Once reviewees have returned their form to the Bishop's Office, availability is checked, together with the consultant's willingness to see each reviewee.

### **STEP 3**

Reviewees will then receive details of their consultant.

### **STEP 4**

The consultant will contact their reviewees to arrange two meetings, approximately ten days apart. Two hours should be allowed for each meeting.

### **STEP 5**

The reviewee selects and invites between four and six people to act as reviewers. These will be people whom they encounter regularly in their work and ministry.

Additionally, the reviewee will complete the form themselves.

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<sup>7</sup> More information can be found on the Diocesan web-site: <http://www.london.anglican.org/kb/emr-year-two/>

Those invited to be reviewers should include:

- Someone with whom they work closely in a staff-member relationship (eg Curate, Reader, Parish Administrator, etc)
- One or two people with whom they work closely in a colleague relationship (eg Headteacher of local school, neighbouring clergy colleague, etc)
- A significant PCC member (Churchwarden, Treasurer, etc)
- One or two congregation members (if there is more than one significant worshipping community it will be important to have each represented)

#### STEP 6

Names and email addresses of those who will act as reviewers are given to the MDR Administrator. When they first log onto the Diocesan Intranet reviewers, along with the reviewee and the consultant, are given individual confidential access codes for the EMR system.

#### STEP 7

The Consultant downloads the results of the EMR from the Intranet and presents them to the reviewee at the first review meeting. Towards the end of this meeting the reviewee and consultant will agree the areas which they wish to concentrate on at the following review meeting.

#### STEP 8

At the second review meeting reviewee and consultant discuss areas for development and objectives, and agree an action plan.

#### STEP 9

The action plan with development needs is sent to the MDR Administrator. The returned forms remain confidential to Bishop, CMD Officer and personal Consultant(s)

#### STEP 10

Six months after the second consultation the Reviewee will receive an automatic alert to encourage them to review the outcomes of the EMR.

## YEAR 3 REVIEW (FOLLOW-UP TO EMR)

### STEP 1

Clergy receive a form asking them to confirm that they wish to see the same consultant as the previous year (assuming that consultant is available to see them), or giving them the opportunity to select a new consultant.

### STEP 2

Once reviewees have returned their form to the Bishop's Office, availability is checked, together with the consultant's willingness to see each reviewee.

### STEP 3

Reviewees will then receive details of their consultant.

### STEP 4

The consultant will contact their reviewees to arrange a meeting. Two hours should be allowed for this meeting.

### STEP 5

A copy of the outcomes of the previous year's EMR will be returned to both Reviewee and Consultant in preparation for the meeting. This will be accompanied by a brief preparation sheet<sup>8</sup>, offering a format for the meeting.

### STEP 6

The Reviewee may wish to discuss the objectives and development plans with some or all of those who acted as reviewers to assist in the feedback process.

### STEP 7

The reviewee and consultant discuss the development plans and objectives set the previous year, noting progress. Appropriately revised objectives and development plans are set for the coming year.

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<sup>8</sup> Forms also available on the diocesan web-site: <http://www.london.anglican.org/kb/emr-year-three/>

## STEP 8

A revised action plan with development needs may be sent to the MDR Administrator for the Bishop and / or CMD Officer if appropriate.

# **PROFESSIONAL DEVELOPMENT**

## **Continuing Ministerial Development (CMD)**

Ministerial Development Review is a vital part of the life-long development process that all clergy and ministers will be involved with. MDR helps to identify those areas in which time and energy can be most usefully focused.

A number of training, education and development opportunities are available through the Area, Diocese, St Mellitus College and other organisations. More information can be obtained from the CMD Officer, and your consultant will also have access to some information.

Ultimately however, Professional Development is the responsibility of each person, and every member of the clergy is expected to take personal and ministerial development seriously.

Some funding to assist in training, education and development is available through the CMD Officer. In order to access this clergy will have to demonstrate that they are committed to the MDR process. Additional funds (not from Common Fund income) are also available for this important task.

# EPISCOPAL REVIEW FOR CLERGY

## Introduction

A vital accompaniment to Ministerial Development Review Scheme is the Episcopal Review. This focuses on that ministry of oversight that is proper to the bishop. It will look at the person's ministry in relation to the ministry of the diocese: it is an expression of the sharing of that ministry with the bishop. This review is **in addition** to the Ministerial Review, and will take place every three years.

The process presupposes that there are other occasions when the bishop will meet his clergy on an individual basis, so that immediate issues of pastoral care do not distort the focus of the review discussion.

## Format

The questions for an Episcopal Review are deliberately kept simple (and rather less structured) in order to engender a discussion in which reviewees can raise issues which are vital to them.

Questions might include:

- What has excited you in ministry recently?
- What have been the low points in ministry recently?
- Where would you like to be in five years time?
- What do you feel you have to contribute to the wider church?
- How are you and your parish (ministry) responding to *Capital Vision 2020*?

## Response

The Bishop will follow up the Review with a letter summarising agreed outcomes.

## MDR

It is of key importance that the Episcopal Review is seen in the context of MDR. Therefore Bishops will have reviewed all MDR Summaries since the previous Episcopal Review, noting important factors and themes.

## STRUCTURE OF THE CORE MDR SCHEME

### Core Scheme

A core scheme for all Licensed Clergy – Stipendiary and Self-Supporting Ministers (SSMs) – is set out below. This scheme models good practice and will expect participation from all Diocesan Licensed Clergy.

The core scheme

- expects **annual review**.
- allows for agreed **local variations** in Episcopal Areas, aiming for as high a level of consistency as is feasible
- notes the variations between Episcopal Areas in the ability to offer robust outcomes and aims for a consistently high standard of delivery
- takes note of and works alongside the implementation of the Chelmsford Diocesan Ministerial Review Scheme
- makes provision for **chaplains** to take part
- allows for **flexibility**, for example where it does not seem appropriate to stick rigidly to the three-year cycle; where a minister has recently moved post and is in induction period; for those in training posts, etc
- has provision for **dual-role** ministry and significant **'add-on'** ministries (such as Area Dean, ADO, CMD Officer, etc), where MDR may take place in the context of specific job descriptions, and in the context of differing accountability. However, it is important that clergy are always treated as whole people, not with parts of their lives and ministries separated out!
- notes that ultimately reviewees are responsible for their own professional development

### **Consultant Review**

MDR will continue to be based on consultant review, offering a range of both lay and clergy consultants. Clergy will continue to be invited to select a consultant from a list (with biographies). Where no selection is made, clergy will continue to be allocated to a consultant by the CMD Officer.

### **Episcopal Review**

A triennial Episcopal Review will remain firmly a part of the core scheme.

### **Appraisal**

The revised scheme needs to take account of possible development towards appraisal against a ministry specification / role description (see Review of Clergy Terms of Service, 'Common Tenure', etc)

## COMPLETING THE PREPARATION & REVIEW FORM

### Guidance Notes

1. This form is intended to do two things:
  - To help **you** prepare for the review with your Consultant
  - To help your **Consultant** prepare for the review

The form is not intended to be a straitjacket or examination paper and it will not be gone through in exhaustive detail at the review. Instead, your Consultant will invite **you to prioritise** the areas you would like to cover as you set the agenda for the review.

3. People fill in forms in different ways. If you find that a question is irrelevant to your situation, or does not make sense to you, please leave it blank. It might be somebody else's favourite question!
4. Preparatory work.

You are encouraged to undertake supplementary preparatory work before your review, in order to sharpen up the process. Options include:

- Standard self-appraisal [just fill in the form]
- Reflection on your ministry and how you are feeling through a number of more personal and direct questions which are not shared but which feed into the more formal review questions.
- Using the Ordinal as the framework to reflect on your ministry
- Two week work diary. [You keep a detailed diary of an average two weeks in your parish or chaplaincy and bring to the MDR a copy of the diary and your reflection on how you have used your time]

## 5. Completing the Preparation and Review form

The first question enables you to outline your current ministry context in a way that is helpful to you and your consultant in discussing your ministry. You may wish to outline the key points of the parish/place of work and your role including multiple roles in addition to any particular aspects that impact your ministry currently.

The remaining questions enable you to review your ministry in the last year and consider the future both immediate and longer term.

## EXTENDED MINISTERIAL REVIEW

Extended Ministerial Review (EMR) is a system of review based on Core Competencies, with organised feedback.

### What are Core Competencies?

Core Competencies aim to define a role by identifying its constituent skills and knowledge areas.

Competencies are:

- a language of performance combining knowledge, skill and attitude
- specific to context, reflecting values, ministry and mission
- relevant to role – content and importance
- easy to understand and to use in a review situation
- descriptive not prescriptive
- top level statements with examples to illustrate competency at different levels (e.g. learning, developing, maturing, accomplished, expert)

Competencies are not a measure of competence or incompetence, nor are they a tool for comparison or the introduction of league tables!

For Extended Ministerial Review twelve Core Competencies have been developed, which are not designed to be exclusive or comprehensive:

- |                                     |                          |
|-------------------------------------|--------------------------|
| 1. Leadership                       | 7. Preaching             |
| 2. Working collaboratively          | 8. Teaching              |
| 3. Communications                   | 9. Pastoral Care         |
| 4. Parish management & organisation | 10. Self-management      |
| 5. Outreach                         | 11. Personal Development |
| 6. Worship                          | 12. Spirituality         |

## **GLOSSARY OF TERMS <sup>9</sup>**

### **Clergy Support and Development**

#### **MENTOR** (Peer-Mentor, Mentoring)

*A dynamic, intentional voluntary relationship of trust in which one person (the mentor) enables another (the mentee) to maximise the grace of God within their lives, and develop their potential in the service of God's kingdom purposes.*

A Mentor walks alongside all Incumbents who are new to post, for their first year. Mentoring may also be available to clergy who are experiencing difficulties in their current ministry.

Mentors will be experienced Priests (usually incumbents) and will not normally be serving Area Deans.

All new incumbents into the Diocese of London are allocated a Mentor by the Director of Training and Development, from a list agreed by appropriate Area Staff Meeting.

Mentoring is seen as an integral part of the Diocese of London Induction Programme, which also include the Welcome Pack and the New Incumbents' Residential.

Mentors will also be available to be used to stand alongside and offer support for any clergy in difficult circumstances.

#### **MINISTERIAL DEVELOPMENT REVIEW (MDR) CONSULTANT**

MDR Consultants are recruited to undertake the specific task of annual MDR interviews for clergy and lay ministers.

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<sup>9</sup> With acknowledgments to James Lawrence and CPAS for the use of their definitions

MDR Consultancy is limited to the 2 hour individual sessions with ministers and there will be no on-going relationship outside of MDR.

Consultants will be committed Christians, clergy or lay, familiar with the role and responsibilities of clergy predominantly in a parish setting. They will have proven capability to provide an empathetic and non-directive environment by offering the ability to:

- listen effectively to others
- summarise and feed back the information they receive
- set realistic working goals, and help clergy to deepen their reflection on their ministry.
- offer encouragement and challenge
- structure and manage the meeting while allowing the minister the time and space to raise and consider the topics of importance to them, i.e. to set the agenda
- offer experience and insights to support the discussion as appropriate
- demonstrate clear understanding of confidentiality

All Consultants are given an initial training session and are offered up-dates from time to time. There is an annual meeting of all Consultants with the Bishop.

### **WORK AND MINISTRY CONSULTANT**

Work and Ministry Consultancy is a partnership offering continuing support, encouragement, and challenge to clergy. It is offered by consultants with considerable leadership and management experience in their own working life. Work and Ministry Consultancy is a natural progression from (though separate to) Ministerial Development Review. It is clear and distinct from both Mentoring and Spiritual Direction.

## CONSULTANCY INVOLVES

- Exploring the current situation
- Listening to concerns
- Thinking strategically about issues and priorities
- Goal setting, with identifiable, clear, realistic and achievable targets
- Giving clear and constructive feedback
- Reviewing progress

## CONSULTANTS

Consultants will be committed Christians with experience of local church life. They have proven experience in positions of responsibility in church, industry, commerce, public service or the voluntary sector. Experience and expertise will include:

- Considerable recent experience in managing staff teams, with demonstrable knowledge, understanding and expertise in this area
- An understanding (and preferably experience) of working with volunteers
- Knowledge and experience of how groups and organisations work
- Experience in summarising, strategic planning and implementation
- A demonstrable capacity to active and effective listening
- An ability to encourage and to challenge
- Experience in conflict resolution
- A clear understanding of confidentiality

Clergy will be encouraged to offer out-of-pocket expenses to Consultants from Parish Funds, where appropriate.

## **COACHING**

*Facilitating an individual through the process of achieving a specific development of competence and capacity in relation to their professional role.*

Coaching is a more specialist field of support and development offered by those who have been trained in this field. It will often (but not always) be associated with a particular need raised by a minister. Examples of such needs might include:

- Leadership skills
- Conflict resolution
- Interview and CV writing techniques
- Strategic planning
- Management and organisation
- Personal time management

Although these areas could be covered by courses, ministers may wish for personal coaching to help them through a particular issue (or combination of issues), perhaps when encountering the issues in a particular setting.

Coaching needs may well be identified in Ministerial Development Review.

Coaches are likely to be paid professionals who will work with an individual on a time-limited basis. However, there will also be some local skilled people (clergy and laity) who may be prepared to offer coaching in specific areas.

## **INDIVIDUAL SUPERVISION**

Individual supervision is a natural progression from Mentoring for those who wish to undertake this.

Ministers would arrange to meet with a Supervisor on a regular basis (perhaps quarterly) to discuss general issues arising out of ministry and to receive active listening and, where appropriate, advice.

## **TEAM CONSULTANT**

All Ministry Teams are recommended to have a Consultant who will walk with them to offer:

- Support
- Challenge
- Advice
- Training
- Review

Team Consultants are likely to be drawn from experienced clergy and laity within the Area (often, though not always, from one of the above groups).

Each Ministry Team will agree a contract with their Team Consultant, generally meeting at least once or twice a year, though this may be more frequent as a group begins or at critical times in the life of a Team.

## **MISSION ACTION PLANNING (MAP) FACILITATORS**

The idea of having MAP Facilitators builds on the excellent work undertaken in the Resourcing Mission and Ministry visits. MAP Facilitators will be Deanery-based teams offering reflection and questioning skills to parishes renewing and revising their Mission Action Plans (or equivalent).

## **COUNSELLING AND THERAPY**

*Counselling is a process in which the counsellor helps a person in distress understand the causes for their problems and guides them through the process of learning to make good life decisions (usually focused around behaviour patterns and/or life events)*

Counselling and Therapy will only be offered on a professional basis for those who have a proven need. Counselling and Therapy use a psycho-therapeutic model. Counsellors and therapists will have received significant training in their field and will be accredited by a reputable professional body.

In broad and general terms:

- Counselling will be on a relatively short-term basis to address a particular critical incident or issue that has arisen or been revealed in a person's life
- Therapy will be on a more long-term basis and will tend to address a person's whole-life situation and background

These statements are aimed at being broad generalisations rather than specific definitions, and there is much blurring between the two roles.

Referral for Counselling or Therapy will tend to be through Bishop or Archdeacon, but may also take place through Director of Training and Development, Area Dean or other as appropriate. Confidentiality about referral will be respected (i.e. only those whom the counsellee wants to know about the counselling will know that it is taking place).

### **PASTORAL CARE**

*Offering help and care to others in a church or the wider community. Pastoral care in this sense can be applied to listening, supporting, encouraging and befriending.*

Like all Christians, clergy will need pastoral care from time to time. They can expect to receive such care from their Bishop, Archdeacon and Area Dean (who may refer them for Counselling or Therapy, as appropriate). They will also, of course, receive care from friends, family, colleagues and others.

### **SPIRITUAL DIRECTION**

*Offers accountability, direction, insights for commitments and decisions affecting the development of the spiritual life*

It is expected that every member of the clergy will have a Spiritual Director, Soul Friend, or equivalent.

This might be described as *journeying with a "soul friend" who is possessed by the Spirit, a person of experience, learning, and discernment.*<sup>10</sup>

This relationship is confidential, and there is no expectation that the identity of the Spiritual Director would be known by anyone else. The Area Adviser in Spirituality or the Director of the London Centre for Spirituality will be happy to facilitate the process of finding someone.

## **RETREAT**

It is also expected that all clergy will have an Annual Retreat. (Again, this will normally be a legitimate claim on expenses of office).

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<sup>10</sup> cf. Ken Leech, *Soul Friend* (Sheldon, 1977), pp 88 – 89.



