



**A REVIEW
OF
NON-STIPENDIARY MINISTRY
WITHIN THE DIOCESE OF SOUTHWARK
2012-2014**

September 2014

A Word from the Report's authors

The work we have summarised in this document, and which is now being worked out in an Action Plan agreed with Bishop Christopher is the result of a lot of work by a lot of different people. We are particularly grateful to Jane Steen, who in her former role as Director of IME encouraged us to work together on this, and to Christine Hardman, who as then Chair of the Diocesan Ministry and Training Committee encouraged us to see this as a significant diocesan project.

We are conscious of the shortcomings of the Report, both in the work we have done and of areas we have not been able to cover at all or in any detail. We hope though that the impact of the Report and its recommendations will be fruitful for those already working out their vocation in this way in the Diocese and for those considering their vocation to ordained ministry. In particular we hope and trust that the appointment of Stephen Roberts as an Officer for NSM within the Bishop's Staff, and the establishment of a working group to see the Report's recommendations through over the next two years, will be significant, ensuring that the role and vocation of non-stipendiary clergy is always considered as strategic and practical decisions are taken by the Bishop.

We would like to express our thanks to all those who participated in the original survey, to the committed group on the working party whose experiences of such diverse patterns of ministry brought so much insight to the process, and to Bishop Christopher and the Staff Team who have encouraged and supported our work.

Revd Dr Sue Clarke

Revd Jonathan Croucher

Foreword from the Bishop of Southwark



I am delighted to commend to you the work set out in summary in this report.

The work that Sue Clarke and Jonathan Croucher began in 2012 set out to understand more deeply the vocation and role of different forms of Non-Stipendiary Ministry in Southwark and to assist in planning effectively for identifying, equipping and supporting this ministry as part of the wider Ministry of the Church.

Its findings have given much to celebrate and encourage. It has also drawn our attention to some of the challenges – and highlighted some sources of frustration and pain.

The work initially conducted in the questionnaire evolved into a deeper conversation into the nature of ordained ministry in the Diocese. Over the past 20 months it has fed effectively into the Strategy for Ministry discussions that have taken place across the Diocese and which is being taken forward with great energy.

Some of the recommendations of the Report are therefore already underway and informing decisions in the wider context of our review of Ministry – others await implementation. I am delighted that Stephen Roberts, Archdeacon of Wandsworth, has agreed to take the lead in this work going forward, as Officer for Non-Stipendiary Ministry, details of which are contained within this Report.

I give thanks for all those who serve in diverse ways in non-stipendiary ministry and I look forward to us developing new ways of working which will further enable that ministry to flourish, the Lord being our helper.

Bishop Christopher

A message from the new Officer for NSMs



I am looking forward to working with you in this new role and I am sorry not to be able to join those of you attending the service at the Cathedral on 24th September.

I have taken a close interest in the research undertaken by Sue and Jonathan. Their report presents a carefully considered and persuasive case for some significant change and development to enable the ministry of almost 200 non-stipendiary clergy licensed in the Diocese to be used more creatively and optimally - alongside all those engaged in ministry, lay and ordained.

The report – and all the care taken with the process that produced it - has already released new energy and provoked new possibilities.

This is a time of blessing and challenge - an exciting prospect which I look forward to sharing with you.

Ven Stephen Roberts, Archdeacon of Wandsworth

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Background

The Diocese of Southwark was the first diocese in the Church of England to train and ordain non stipendiary clergy, some of whom continued to work in secular employment whilst undertaking ministry in a non-stipendiary capacity.

Over the past 50 years the nature of non-stipendiary ministry (NSM) has evolved with the increasing emphasis on ministry in the parish and the development of ordained local ministry (although the OLM Scheme has been discontinued in Southwark). We currently have almost 200 non-stipendiary clergy licensed in the diocese.

Research

A survey of NSM clergy was undertaken in 2012 with the support of Bishop Christopher and the Ministry and Training Committee. The authors also had valuable time with representatives of other dioceses at the Ministry Division Consultation Day on Self Supporting Ministry held at Southwark to mark the anniversary of the Southwark Ordination Course.

The results of this survey were collated and presented to the Bishop's Council and a focus group of non-stipendiary clergy was then formed to explore some of the results in greater depth. The results of the focus group deliberations were presented to the Ministry and Training Committee in October 2013 and then to the Bishop's Staff. Finally, structured interviews with a number of stipendiary clergy who have expressed opinions on NSM have been undertaken. This report presents a summary of the statistical research and the recommendations resulting from that survey, focus group deliberations and the findings of interviews with stipendiary clergy.

Introduction

The findings of our investigation into NSM ministry in the Diocese of Southwark are set out in more detail in the original results of our research and the Synopsis of the Diocesan Working Party which are available on the Diocesan website.

Our Recommendations

At the heart of this review are two important truths:

- The equality of our priestly orders irrespective of situation - a priest is a priest;
- The working out and management of different patterns of ministry, as between conventional stipendiary parish roles and the multiplicity of working arrangements with NSMs, require different approaches and support.

Our conclusions and recommendations seek to hold these two together - wanting to eliminate difference whilst recognising that different situations require different solutions. Within the very positive affirmation of the different patterns of ministry in the diocese, there are, though, prejudices which continue to impact on ministry in the diocese and we seek to address these through some of the recommendations we make.

Life as an NSM – Rev Mark Smith

**Deputy Director, Corporate Law, Insolvency Law and Easter, Government Legal Service
Curate, St Michael East Wickham**



If you had asked before my ordination whether I would have been able to do as much as an ordained priest as I have, I expect my reply would have been “no”.

Yet despite the constraints of time (I also work full time as a senior civil servant lawyer) I have been able to engage effectively in nearly all aspects of parish ministry albeit on the limited basis that I can only do about 20 to 25% of what I might otherwise be able to do.

I particularly enjoy the roles of preaching and teaching about the vibrancy of the Gospel and its relevance to the world in which we live, which constantly stretch and test me and my faith. I have been with friends and strangers as I pray, baptise, marry, sit with the dying, and bury the dead. I have provided cover in neighbouring parishes which has let me experience the richness and diversity of the deanery. I love the joy of constantly meeting new people and have felt the pain when those I have known have gone astray. I have even survived an interregnum!

One of the other joys has been the way I have been able to integrate my paid work and my role as a priest. I am regularly seen sporting my dog collar in the office. This has enabled me to engage in some real pastoral work. I am often the only priest people know- and I can always offer a prayer. The questions I am asked, and the frequent challenges to the position of the Church, make for very lively discussions. Then there are those chance encounters on the street and train – some good, some not so good, all adding to the richness of the experience.

Thanks to a combination of discipline, flexibility, a realistic approach to what I can, and cannot do by me and both my incumbents, a supportive employer and the huge support I get from Gill, my wife, this “rollercoaster” ride (which is how it sometimes feels) has been possible. Both roles feed and nourish the other. Those regular challenges at work seem to keep me relevant and sharp in my priestly role and vice versa!

I wasn't convinced 10 years ago that the two roles were really sustainable in the long run. I was wrong. I have grown as a person, a priest, a lawyer and a Christian. It has been a rich, challenging, and often rewarding experience – one which I hope has done some good.

Summary of Research

STATISTICAL ANALYSIS OF RESULTS

Response rate

65% of clergy classified in the Southwark Diocesan Directory as 'NSM' replied to the Bishop's letter with 61% of clergy who were not in full time stipendiary or salaried ministry completing and returning the questionnaire.

1.1 Demography

- 112 clergy returned questionnaires and a further 9 sent emails indicating they were in full time salaried ministry as chaplains, wardens and canons. 11 completed their questionnaires anonymously.
- Of the assessable questionnaires, 54% were from women and 46% men indicating a slightly higher response rate from women.
- The average age of the respondents was 60 years with an age range of 35 – 72 years. Average age of OLM respondents was 63, SEITE respondents 59, Southwark Ordination Course (SOC) 66 and other training institutions 53.
- It has been subsequently recognized that a question on ethnicity would have been helpful in exploring the significance of the results.

1.2 Training Institutions

- 39 (35%) of the respondents trained under the OLM Scheme, 49 (45%) trained at SEITE, 6 (5%) trained on the Southwark Ordination Course (SOC) and 17 (15%) trained at other institutions.
- Very significant proportions reported that their training experience had been positive - 94% of OLM trained and 92% of SEITE trained clergy. 83% of those trained at other institutions had positive training experiences.

1.3 Secular Employment

- 35% (38) of all respondents were retired, 32% (35) worked part time and 31% (34) worked full time. 3 respondents were not employed.
- 22 of the respondents work or worked in education, either as school teachers or college lecturers. 12 work or worked in the health care sector. 10 hold or have held senior positions in their places of work including directors and chief executives. 17 are chaplains, of which 6 work full time, 8 part time and 3 have retired. 7 are full or part time hospital chaplains, 3 are school chaplains and 2 are part time prison chaplains. 5 have a cathedral based ministry.
- A further 9 chaplains replied to the Bishop's letter stating that as they were in full time ministry, albeit salaried rather than stipended, they did not consider it appropriate to complete the questionnaire.
- 2 respondents were about to transfer into full time stipendiary ministry.

1.4 Priestly Ministry in the Work place

One of the purposes for conducting the survey was to determine whether non-stipendiary clergy consider their place of secular work as part of their 'priestly' ministry.

- 80% of total respondents considered that they did have a priestly role in their place of work. The nature of this ministry was predominantly pastoral and many commented that their ministry and its scope had changed following their ordination. This challenges the sometimes voiced opinion that the ministry of NSMs in the secular work place is no different to that of lay people.
- 93% felt that their ministry in the work place was an important part of their priestly ministry (including, not surprisingly, all the chaplains who responded to the survey).

- There was no significant difference between OLM trained (75%) and SEITE trained (71%) clergy with regard to this question. A higher percentage of clergy trained in other colleges, however, considered their priestly ministry in the work place as important (91%).
- 66% of those who responded had discussed their work place ministry with someone in the Diocese, usually their training incumbent or archdeacon and 55% had found these discussions helpful and encouraging.
- Only 41% had received encouragement from the church to which they were licensed in this aspect of their ministry and only 51% considered that their training had addressed this aspect of their ministry.

1.5 Parish Based Ministry

Respondents were asked to identify how many hours per week they spent in parish based ministry.

By Training Body

TABLE 1

	0-10h	11-20h	21-30h	30+h
All	29%	46%	13%	11%
OLM	18%	47%	18%	16%
SEITE	29%	50%	13%	8%
SOC	40%	40%	-	20%
Other	53%	33%	7%	7%

By Age

TABLE 2

	0-10h	11-20h	21-30h	30+h
65+	6	23	5	3
60-65	8	10	4	4
50-60	10	13	5	4
<50	8	2	0	2

- Almost a quarter of respondents ministered for over 20 hours in their parishes. 24% of respondents indicated that they could undertake more hours for ministry in their parishes than they were doing currently.
- 33% of OLMs, 24% of SEITE trained clergy, 40% of SOC trained clergy and 20% of those trained in other institutions could offer more hours for ministry.
- 36% of respondents hoped to offer more time for parish based ministry in the next 5 years but 28% expected to have to reduce the number of hours offered over the next 5 years.

1.6 Deployability

At a time when reductions in the number of stipendiary clergy are being implemented, it is important to know how deployable the non-stipendiary clergy are.

- 80% of all respondents considered themselves deployable within deanery or diocese, 25% on a permanent basis.
- Between different training establishments, the figures for deployability were 66% of all OLM clergy, 94% of SEITE clergy, 80% of SOC clergy and 71% of clergy trained in other training establishments.

1.7 Opinion of being Southwark NSM

An open question invited comment on individual opinion of being an NSM within the diocese:

- 21% of those surveyed valued the diversity and vibrancy of Southwark Diocese. 37% valued their opportunities for ministry with 8% specifically mentioning the value of ministering to their historic local community.
- 11% valued the IME training programme and 21% valued the support they received from colleagues including senior colleagues.

- 33%, however, expressed feelings of being undervalued, being seen as second class priests compared with stipendiary clergy. This was despite the fact that all those who trained on SEITE had trained alongside stipendiary ordinands with identical programmes of study. The titles 'non stipendiary' and 'honorary' were viewed by stipendiary clergy and by some parishioners as indicating a lack of commitment to ministry, despite the fact that a percentage of NSMs work full time in ministry.
- 20% of respondents felt that the diocese did not understand the time constraints of those in secular employment. A number noted that IME assignments were completed whilst on holiday as working NSM clergy are unable to factor 'study time' into their daily schedules. The timing of IME, Chapter meetings and CME was a problem for many in secular employment,
- The anomaly of sector based chaplains who view themselves as remunerated clergy but who are included in

the 'non-stipendiary' clergy category was also noted.

- 16% of respondents expressed frustration that the experience and skills from their secular work were not used by the diocese. There appeared to be little involvement of NSMs in Diocesan Committees and few opportunities to utilise leadership skills and abilities. It was noted by 11% of respondents that the Diocese appears to fail to use NSMs strategically.
- The separation of NSMs and SMs for ordination and during IME was viewed negatively by the majority of those who made observations about the negative distinction made between stipendiary and non-stipendiary clergy.
- 15% of OLM trained clergy noted, with sadness, the closure of the OLM training programme.

Life as an NSM – Rev Julie Connell
Ernest Bevin College,
Curate, St Paul’s Welham Road, Furzedown Team Ministry

I have been serving as an Honorary Curate at St Paul’s Welham Road on the Furzedown Team since March 2012. I work at Ernest Bevin College in Tooting. It is a large boys’ secondary school. I assist the two Principals with the day to day running of the school with a particular emphasis on HR and recruitment. I am often seen going backwards and forwards between the neighbouring areas. Often when I am on church business I am told I have been seen at the school. Often when I am walking around the school I am told I have been seen in church. There are one hundred and fifty staff at the College. When I was made a deacon in 2008 an announcement was made in staff briefing so my position within the church is no secret. Remarks my colleagues make, when they are dealing with me, suggest they do not easily forget I am a priest.



There are 1275 boys at the college. It is a multi-ethnic community. It is not a faith based community although there is a prayer room for the Muslims and a Christian Union for the Christians. There are no school chaplains as such. However, when I offer help in this capacity it is gratefully received. Such a case was when the college suffered a terrible blow last term. One of our boys died suddenly in tragic circumstances. I offered to help support the mother as the funeral arrangements were made. The school provided administrative and financial assistance. I put her in touch with her parish priest who hosted the funeral. A very experienced priest who knew the family when the boy was at primary school took the service. He came with her to the school after her son’s death to see the tributes which had been made and the flowers which had gathered. I helped to support the grieving boys and staff before, at and after the funeral. Such a tragedy touches a raw nerve in people and it is a time when they open up and want to share their own stories.

At the beginning of last year I invited the College Council to run a competition to see which tutor group could collect the most food for the planned Wandsworth Foodbank. It was a success and the boys were invited to the Houses of Parliament by our local MP Sadiq Khan to discuss this and other pressing issues.

By God’s grace I have been able to make links between the church, the school and the community.

Key Findings

Our conversations with the working party and stipendiary clergy have affirmed the very positive reflections contained in the survey responses. The vocation to ordained ministry of people in NSM roles is deeply felt and there are many positive experiences of ministering in those different contexts.

Reflections on inclusivity, collaborative ministry and effective team working include themes common to ministry irrespective of the 'Non stipendiary' or 'Stipendiary' tag. The need for incumbents to engage effectively with team members, and to supervise, delegate, encourage, support and generally 'manage' their team members is emphasised in the new documentation made available to clergy being considered for training curacies. Through both positive and negative experience of stipendiary and non stipendiary clergy, we affirm those requirements and would value more effective training in this area for team leaders and members.

1. Particular issues do arise in relation to non-stipendiary ministers in assistant clergy roles, both in relation to their engagement in the parish and in relation to support and encouragement for roles in secular employment or other extra-parish responsibilities. These include:

- A shared understanding of a shared vocation to priesthood: Ministry Division in its National Consultation on Self-Supporting Ministry ("the National Consultation") focussed on the consideration of different *patterns* of priesthood, rather than different *types* of priest. We endorse that emphasis and would want to encourage all clergy to avoid the unhelpful characterisation of full time stipendiary priests as those with 'a vocation', and non-stipendiary priests as 'pick and choose volunteers': Non-

stipendiary priests (rightly) do not regard their priesthood as 'part time'.

- Maintaining an ongoing sense of engagement, belonging and development, particularly for those who remain long term in a parish.
- Lack of rigour in working agreements and reviews – this may impact particularly on those working in secular employment or those with other commitments and responsibilities. It is greatly encouraging to those in different models of ministry to promote a holistic approach to that ministry, so that supervision and work agreement reflect the different areas of an individual's ministry, weighing up the different pressures of parish responsibilities and secular employment roles but without diminishing the value of one or the other.
- Engagement with different areas of skill and experience – how clergy teams manage difference and team members value strengths in others without feeling diminished themselves.

There are some excellent examples of best practice in all these areas within the diocese and this should be shared and publicised. The survey itself highlighted a high level of willingness to be deployed, in many cases permanently and across deaneries and we would hope to see a more strategic approach to the deployment of NSMs after their title curacy.

2. There is a strong sense, both in our work and reflected in the National Consultation, that ministry in secular employment remains a rather opaque term, used to reflect a multitude of things – from someone whose secular employment is a

fact rather than a focus of ministry, to those who view their workplace as a core location of their priestly ministry. We endorse the need to encourage more academic and practical work on exploring this area, and encourage incumbents and NSMs to be open in their own understanding of the other's situation and where support, supervision and flexibility in working arrangements might be required. In common with all clergy, non-stipendiary priests require time of rest and refreshment, and the specific choices and challenges that non-stipendiary clergy face must be factored into parish expectations and working arrangements. The Ministry Division paper 'Selecting Ministers in Secular Employment', available on the Church of England website, and designed to assist DDOs, Bishops' Advisers and others who have a role in selecting MSEs for the Church of England is, we believe, an excellent summary of the opportunities and challenges for those engaged in this ministry.

3. The National Consultation organised by Ministry Division highlighted that whilst Southwark led the way in the development of new patterns of ministry in the 1970s, it has been slower to adopt some of the practices which now appear common in other dioceses, particularly:

- The appointment of NSMs to incumbent status posts
- The appointment of NSMs to area dean roles
- The strategic use of 'house for duty' roles
- The appointment of a member of Bishop's staff to the role of Bishop's Officer for NSMs
- Engagement at a strategic level with the opportunity presented by non-stipendiary clergy.

There are some very encouraging examples in these areas in the diocese which we believe will have a positive impact on the collaborative nature of our collective ministry.

4. Terminology in this area is often unhelpful. The Church of England has not had a consistent approach to this but the indication from Ministry Division is of a move to refer to those who do not receive a stipend as 'Self Supporting Ministers'. There would be some benefit in Southwark moving to adopt this national consensus (of sorts). However, there are many weaknesses in this title too – not least the unhelpful suggestion that any individual is 'self' supporting. To have stipendiary clergy and self supporting clergy maintains the distinction between priests in the Church of God on the basis of remuneration. We would want to develop terminology which relates to roles, not remuneration – but which nonetheless does not disrupt the administrative processes of the diocese.

5. The issue of fees was discussed in the working party and a recommendation was made that fees be paid to retired NSM clergy in the same way as for retired stipendiary clergy. We understand the whole area of fees in this context is under review, and relates to retired stipendiary clergy and lay readers, as well as to non stipendiary clergy. Rather than making a specific recommendation as part of this final paper, we instead invite those considering fees to consider the need to find a consistent way of dealing with fees between these groups.

Life as an NSM – Rev Dr Sue Clarke
Team Vicar, St Paul's Furzedown

I was selected for ordination as a non-stipendiary priest in 2003. I was 53 at the time, and as I would be over 55 at the time of ordination, non-stipendiary ministry was the only option for me. At that time, I was working as a consultant physician at Guys and St Thomas' Hospital and as a part time Senior Lecturer in Imaging Sciences in the School of Medicine, King's College London. My intention was to continue in full time employment until the age of 60 and then take early retirement with a view to being available for full time parish based non-stipendiary ministry.

I trained part-time at SEITE. I appreciated the curriculum covered by the course, its emphasis on formation, and its addressing of practical aspects of parish based ministry as well as the theoretical academic basis for ministry. Although the theology of work was well covered in the course, there was no mention of ministry in the secular work place.



I was licensed to a parish adjoining my sending parish, which I had attended for over 30 years. During my time as a curate, I was able to offer 10-15 hours to the parish, including some occasional week days and was therefore able to conduct funerals during this period. I undertook a survey of church members and used the findings of the survey to develop a Pastoral Care Team and appropriate policies for the delivery of pastoral care. I used many of the research and managerial skills that I had acquired in my role as NHS consultant and academic.

During this time, I was very aware of my position as an ordained priest in the secular work place. Following my ordination, I was regarded differently by work colleagues, despite the fact that I was known to be a church going Christian before ordination. I had a significant number of opportunities for pastoral ministry both with fellow staff and also students. I also was aware of a prophetic role to speak out on behalf of patients and students whose care and education was under threat from cut backs and re-organisation.

I had no clear understanding of where I would go after my training period was completed, so it was with surprise and joy that in 2010 following my retirement from clinical practice, I was able to move to an adjacent parish in the area as Honorary Associate Vicar, where the living had been suspended. Following significant prayer and discussion, the three local parishes were made into a multi parish, single benefice Team and I was then licensed as Honorary Team Vicar to the Team in 2012. In 2013 I was asked by Bishop Christopher to take over as Chair of the Southwark Spirituality and Age (SAGE) Working Group and in 2014 I was appointed assistant area dean of Tooting.

So, although I was a Minister in Secular Employment for four years, working part time in my training parish, I am now a full time, parish based non-stipendiary minister. My ministry is located in the area of South London where I have lived and worshipped for 40 years and I therefore have an understanding of the value of OLM ministry with its sense of commitment to a local geographic and spiritual community. I have however, by God's grace and the authority and facilitation of the Diocesan Bishop and the Archdeacon, been permitted to minister to a parish that regards me as their vicar. This, I believe has optimally utilized my leadership skills and pastoral experience gained over many years in the secular work place.

Our Recommendations

Bringing the conclusions of the working party alongside the contributions of stipendiary clergy and other discussions, our principal recommendations fall into the following categories:

1. Deployment and Management of the NSM cohort of priests

1.1 That a new strategy for the deployment of NSMs is developed which will include (a) a cadre of NSMs who would satisfy the new 'incumbent status' selection criteria (b) the advertisement for NSM opportunities, particularly where there is a particular strategic need within the parish, (c) a strategy for House for Duty and incumbent roles for those not receiving a stipend (d) whilst recognising and affirming the calling of some to remain in a parish for the long term, a continued emphasis for area deans in considering opportunities for deployment of NSMs within deanery or other parish roles.

1.2 That the Diocese considers the pool of professional non-clerical expertise within the non-stipendiary clergy when forming Diocesan Committees and Working Parties. In common with other dioceses, the appointment of NSM clergy to deanery and diocesan positions should be considered more frequently.

1.3 MDR for non-stipendiary clergy should incorporate assessment of the number of hours available and given for parish based ministry, deployability, and specific skills and experience of potential use to the parish, deaneries and diocese. Whilst the current MDR system continues, NSM clergy should be invited to a formal review with incumbent and the archdeacon at least every five years, to review their context, calling and opportunities for development or re-deployment.

1.4 That the Strategy for Ministry Review explores fully the particular issues around the engagement of non-stipendiary clergy in parish ministry, including regular reviews of working agreement and review documentation to ensure these factor in the different patterns of non-stipendiary ministry. Whilst the current Working Agreement document provides opportunities for discussion about the NSMs ministry in their secular workplace, it does not encourage forward planning such as discussion on proposed date of retirement with a possible increase in the number of hours available for parish based ministry or deployment possibilities.

1.5 In light of the importance given to inclusivity and good communications between stipendiary and non stipendiary clergy, consideration should be given to the timing of deanery chapter meetings, IME training sessions and Ministry Matters training programmes. Licensed NSM clergy should be encouraged to attend the Diocesan Conference with availability on an equal footing as stipendiary clergy.

2. Structural changes to provide a refreshed vision for NSMs and to enhance the experience of NSM clergy in the diocese

2.1 The Bishop should appoint an Officer for NSMs, initially for a period of two years and from within the ranks of current Archdeacons. The role of the officer is not to act as 'shop steward', but to ensure the position of NSMs, in their varied ministries, and the impact of Diocesan processes, decisions and strategic policies is always considered in strategic discussions within Bishop's Staff.

2.2 The Diocese should continue to commit resources to learning and development for all clergy and particularly those with incumbent responsibilities in the area of leadership, management and

supervision and must emphasise to Ministry Division that theological colleges in which it funds training must provide significant, up to date and practical learning opportunities in these areas.

3. Dealing with Unhelpful Labels

The Diocese should eliminate the use of the term 'honorary' for non-stipendiary clergy (recognising that this may still be required on the license itself); sector based chaplains should not be included as part of the non-stipendiary cohort for administrative or other purposes but as a separate cohort of clergy; 'non-stipendiary' should be used only for administrative purposes and not as a part of any individual's title on appointment; for those clergy serving in a parish after their title curacy, the diocese should use the generic title 'Assistant Priest', with individual parishes able to use 'Assistant Priest', 'Assistant Minister' or 'Associate Vicar' as a local title depending on local practise and tradition.

4. Continuing to develop vocations to NSM ministry

4.1 The new selection criteria which do not include the stipendiary distinction (incumbent status vs assistant clergy status) should be widely explained to parish clergy to ensure this is clearly understood and communicated when considering vocations in the parish. The diocese should ensure external training institutions and our own IME programmes provide adequate training on this basis irrespective of stipend.

4.2 That as part of the output of this project, we issue a paper for all clergy reviewing current and historic practise within the Diocese including case studies of particular roles and examples of ministry in this area.

4.3 That the Diocese commissions formal research into the current pattern of Ministry in Secular Employment, in Southwark and more broadly in the Church of England, its opportunities and challenges

Action Plan for Implementation of Recommendations

1. All non stipendiary clergy to be invited by Bishop Christopher to a presentation of the findings of the survey and recommendations of the Review, followed by a Eucharist.
2. Booklet of survey findings and recommendations to be published with a foreword from Bishop Christopher and provided to all NS clergy.
3. Appoint Officer for NSMs (preferably an Archdeacon)
4. Form a 'Review Group' chaired by the Officer for NSMs to work with the authors of this report to review progress at six monthly intervals for a period of two years, assisted by two area deans and one or two other NSMs.
5. Eliminate the term 'honorary' in job titles for all clergy and replace with Assistant Priest, with permission for local variants as job titles.
6. Amend Diocesan databases to create a separate cohort for sector chaplains.
7. Identify criteria and process for current NSMs to satisfy incumbent status criteria and incorporate in MDR documentation accordingly.
8. Encourage parishes to advertise NSM opportunities at Diocesan level (national if required) with clear job role.
9. Prepare strategy/criteria for House for Duty and NS Incumbent roles.
10. Introduce new policy for a review after five years (or sooner if agreed) for all assistant clergy and implement new process of review by Archdeacon.
11. All Chairs of Diocesan and Archdeaconry Committees to be invited to review membership and to identify and advertise new roles with clear person specifications.
12. MDR and working agreement documentation to be reviewed to incorporate recommendations.
13. Review of distribution lists for all diocesan communications, and invitation lists for diocesan, archdeaconry and deanery events to be reviewed to include, where not inappropriate, all assistant clergy.
14. Review of training provided as part of IME 4-7 and CME to ensure regular, relevant and effective learning and development is provided in the areas of leadership, team management and supervision. Feedback from assistant clergy to be assessed in providing feedback support and advice to incumbent clergy. Focus on joint IME for stipendiary and non stipendiary clergy.
15. Letter to be sent to Ministry Division emphasising the Diocesan focus on leadership team management and supervision and asking for assurance of their proper approach to encourage training in these areas on ordination training courses.
16. Communicate the current selection criteria (incumbent status and assistant clergy rather than stipendiary vs non-stipendiary) to all parish clergy with a paper reviewing current and historic practise within the diocese and the opportunities for non-stipendiary ministry within parishes and deaneries.

Rev'd Dr Sue Clarke

Rev'd Jonathan Croucher

Life as an NSM - Canon Tim Marwood
Vicar of Petersham, Area Dean of Richmond and Barnes



Tim Marwood is the Vicar of Petersham and Area Dean of Richmond and Barnes. Tim was a career teacher for thirty-five years, twenty as Head of St. Mary's CE Primary School in Putney, until his retirement in 2007 to become House for Duty Parish Priest at St. Peter's, Petersham which is part of the Ham and Petersham Group Ministry.

Tim trained for the Ministry on the Southwark Ordination Course and was ordained Deacon in 1995, serving his title as Honorary Curate at St. Mary's, Putney. There followed ten years of a peripatetic NSM ministerial role covering vacancies in Battersea, Kennington and Wimbledon.

For ten years I covered vacancies in parishes, on several occasions there was an additional dimension to the task - perhaps the future of the parish was unclear. The varied nature of the parishes gave me an opportunity to experience both a variety of styles of worship and differing contexts for ministry. My belief that lay ministry can flourish even in uncertain conditions stems from this experience.

For the past seven years I have been the parish priest of St. Peter's, Petersham. For the church it has been a time of growth both in faith and in numbers. I have been able to grow as well, in my understanding of the role of incumbent. I feel a great sense of privilege in having the opportunity to be one of the few NSM incumbents. The key to the success of this opportunity has been mentorship by our Archdeacon.

I was asked by Bishop Tom to become the chair of the Children and Youth Group at a time of transition. For three years I worked with a very talented committee drawn from across the diocese to support local initiatives in youth and children's work and provide training and support. It was fascinating to see the variety of activity taking place. I feel that my previous experience in leading schools through times of change was helpful to this role.

I am currently Area Dean for Richmond and Barnes. The role has changed a great deal in the past four years and there are more responsibilities. I have enjoyed the opportunity to work with both lay and clergy colleagues on strategic planning. The inspections have given me a view into the many and varied mission activities of the parishes in the deanery. I value the chance to use both organisational and pastoral abilities in a context other than my parish.