

**Ministerial Development Review
in the Diocese of Southwark
2019**

Contents	Page
Introduction	3
1. Preparatory Paperwork	
a. Calling, Character, Competence and Context	4
b. Mission Action Planning	10
c. Pastoral Epistles	14
d. The Ordinal	19
2. 360 degree review	23
3. Agreed Record	25
4. Ministry Development Plan	27

INTRODUCTION

MDR is an ongoing process which enables those who hold the Bishop's license to

- To reflect before God on our vocation and ministry
- To identify areas for thanksgiving and lament, receiving affirmation and challenge
- To set some priorities for personal and ministerial development

This reflection should be carried out in the light of the Diocesan Vision:

The Southwark Vision

- Growing Churches, new worshipping communities and new Christians
- Deepening discipleship: engaged, prayerful and informed church members
- Growth in vocations to existing and new ministries
- Generous giving and prayer supporting all we do
- A shared concern for the common good and the integrity of creation
- A church for all which reflects our diverse community in membership and leadership.

They are linked to the following specific outcomes and actions..

- To grow our average weekly attendance by 5% by 2025, partly through having each church develop a high-quality Mission Action Plan (MAP) which includes a course for evangelism and discipleship.
- By 2025, to increase the number of worshipping communities with a primary focus on areas of population growth through investment in Fresh Expressions (FXC) in the areas where the data suggest the existing congregations are increasingly unrepresentative of the resident community and therefore unlikely to be successful in reaching them without intentional intervention
- To grow a financial resource base that allows investment in growth for the future.
- To grow the number of ordained and lay vocations by 50% by 2020 by enabling and discerning ordained ministers; by expanding opportunities for licensed and commissioned lay leadership; by affirming and growing other forms of lay ministry (e.g. worship leaders, family & youth leaders, spiritual directors); to offer relevant and enriching training, and create networks of support and celebration which reflect the diversity of the diocese, our commitment to evangelism and discipleship and delivers fully integrated and pioneering church growth and fresh expressions.
- By 2025, to grow leadership and representation that reflects the rich diversity of our diocese and especially focussing where the data suggests groups are currently underrepresented: through ethnicity, age (especially 18-40), educational opportunities, material wellbeing, tradition.

The Review process, which all who hold their posts under Common Tenure must participate in, and those with freehold are warmly invited to undertake, has three phases.

1. **Preparation:** carried out as an opportunity to reflect on the past 18 months, noting key events, your learning and experience, and any causes of lament or celebration that you might wish to share. You will also begin to identify the key issues which you wish to reflect on during your conversation with a view to identifying areas for development in the future. There are now four models of preparation for you to choose from, although you may also simply write a report based on your own themes and priorities.

You should cut and paste the version you chose to use into a new document and return it by email as indicated (either to the Area Office, the Bishop of Southwark or the Area Dean) at least one week prior to your review.

The preparatory paperwork will be read by the reviewer so that context and key events can be acknowledged, but will not constitute the main focus of the review conversation.

2. **Review:** a conversation which will act as a hinge - acknowledging the past - noticing the present - and looking to the future. The themes of the conversation should be identified by the reviewee. The reviewer's task will be to ask questions, to elicit solution focussed thinking, and occasionally to challenge. The outcome of the conversation will be to identify a direction of travel, asking the question "By the time I do this again in 18 months time, what would I want to be different? What would I want to have learned? What would I have done?"
3. **Development:** at the end of the review, you will be asked to identify three bullet points from the conversation, agreed with your reviewer. You may also complete an additional sheet with comments for the Area Team or Bishop, for example with any concerns about your ministry or comments about future deployment.

At least one of these priorities, in line with the Southwark Vision, should contribute to the Diocesan goals.

Your reviewer will agree with you whether you should complete a personal development plan.

You will be asked to email your agreed record to the Department of Discipleship and Ministry within one week.

If you have been advised to complete a Development Plan, you may seek further advice from your reviewer or the Department of Discipleship and

Ministry. Regular sessions are offered through Ministry Matters to coach clergy through the process. Once complete, the plan should then be emailed to the Director of Ministry and Training.

Guidance on completing the development plan is included at the end of this document.

Only activities specifically identified in this plan will be eligible for a Continuing Ministerial Development Grant, and in many cases needs can be met by resources on offer from the Department of Discipleship and Ministry.

Name:

Date of Review:

Reviewer:

Calling, Character, Competence and Context

Calling

Priests are called to be servants and shepherds among the people to whom they are sent. With their Bishop and fellow ministers, they are to proclaim the word of the Lord and to watch for the signs of God's new creation. [...] Will you then, in the strength of the Holy Spirit, continually stir up the gift of God that is in you, to make Christ known among all whom you serve?

1. What is my vision, under God, for my ministry?

2. What gifts and skills do I bring to this ministry?

Consider whether you have gifts or skills which are under-used, or need further development? Are there areas of your ministry for which you feel ill-equipped?

3. How is my praying and spiritual life? Who or what helps me?

Consider also how your spiritual life has developed since your last MDR, and how your theological understanding is developing. When did you last make a retreat or similar time?

4. Are there significant changes of direction in my ministry that I would like to make?

If so, ask when you would like to make them, in what direction and with what support.

5. Where have I spent most of my time and energy?

6. How is my ministry or the Parish MAP aligned to the Southwark Vision?

7. How far have the objectives I set in the past or at my last review been reached? Are they still pertinent?

Character

They are to be messengers, watchmen and stewards of the Lord; they are to teach and to admonish, to feed and provide for his family, to search for his children in the wilderness of this world's temptations, and to guide them through its confusions, that they may be saved through Christ for ever. Formed by the word, they are to call their hearers to repentance and to declare in Christ's name the absolution and forgiveness of their sins.

Will you, knowing yourself to be reconciled to God in Christ, strive to be an instrument of God's peace in the Church and in the world?

Will you endeavour to fashion your own life and that of your household according to the way of Christ, that you may be a pattern and example to Christ's people?

1. How is the quality of my life (in my ministry, at home, with my family, in leisure, with God)?

2. What are the areas of ministry which I find fulfilling?

You might also wish to consider what areas you find difficult or unrewarding. What factors in the situation or in yourself contribute to this fulfilment or lack of fulfilment?

3. What fulfilments do I find with those amongst whom I work and minister?

Are there frustrations it would be helpful to express? What did you learn from feedback?

4. With whom do I share issues in my life and ministry?

What supportive networks do you use and how might they be enhanced?

Competence

They are to baptise new disciples in the name of the Father, and of the Son, and of the Holy Spirit, and to walk with them in the way of Christ, nurturing them in the faith. They are to unfold the Scriptures, to preach the word in season and out of season, and to declare the mighty acts of God. They are to preside at the Lord's table and lead his people in worship, offering with them a spiritual sacrifice of praise and thanksgiving. They are to bless the people in God's name. They are to resist evil, support the weak, defend the poor, and intercede for all in need. They are to minister to the sick and prepare the dying for their death.

Do you accept the Holy Scriptures as revealing all things necessary for eternal salvation through faith in Jesus Christ?

Will you be diligent in prayer, in reading Holy Scripture, and in all studies that will deepen your faith and fit you to bear witness to the truth of the gospel?

Will you lead Christ's people in proclaiming his glorious gospel, so that the good news of salvation may be heard in every place?

1. What objectives do I have for the next two years in my ministry?

It may also be helpful to ask what have been your most important activities and whether your objectives build on these. What do you need to put in place to realise the objectives? How are these related to the Southwark Vision?

2. What are my long term objectives?

What will you need to do or to learn to realise these?

3. Did I undertake any education or learning recommended in my last MDR?

Will this assist you in realising the vision you have under God for your ministry now? What additional or other professional development needs do you have and what would be helpful in meeting them?

4. What specific steps do I need to take as a result of this review?

Context

With all God's people, they are to tell the story of God's love. Guided by the Spirit, they are to discern and foster the gifts of all God's people - that the whole Church may be built up in unity and faith.

Will you accept and minister the discipline of this Church, and respect authority duly exercised within it?

Will you work with your fellow servants in the gospel for the sake of the kingdom of God?

Will you faithfully minister the doctrine and sacraments of Christ as the Church of England has received them, so that the people committed to your charge may be defended against error and flourish in the faith?

1. What changes do I recognise in my ministerial situation since my last review?

Are these opportunities for growth or ministerial or personal hindrances?
What did you learn from feedback?

2. What changes do I recognise in my personal situation, which relate to my ministry?

Are these opportunities for growth or are they ministerial or personal hindrances?

3. What developments have there been in working together with others in mission and ministry?

4. Have I generally taken a weekly day off and my full holiday entitlement?

How is my health and well-being and that of my family? How does this affect my work?

5. What place has current Diocesan vision and strategy played in my ministry in the past eighteen months?

6. How has this vision or strategy impacted on the parish?

Mission Action Planning: Guidance

This document sets out the framework for your reflection and offers questions you may wish to ask yourself.

A simple list of headings is included at the end of the document in a form which you can complete and return.

1. Prayer

MAP has four key stages, which are the themes of the following pages, but prayer is central to the whole process. So a key element of MAP is developing the prayer life of the leaders and of the whole church, individually and corporately.

Ask yourself:

- What supports your own prayer life and relationship with God?
- How important is praying together to your congregation?
- Are the members of your Church encouraged to develop a regular practice of prayer and Bible study?

Reflect on this area of your ministry, bringing to the fore the areas which will make the ministry development review meeting most useful for you:

2. Review your situation

- a. Listen
- b. Assess
- c. Values

The first stage in MAP is to review the Church's situation. This review would include:

- listening to God, the Church members, and the communities and networks that the Church serves.
- assessing the Church's strengths and weaknesses, perhaps considering:
 - recently completed and ongoing projects.
 - statistics from Church registers.
 - the five marks of mission, signs of a healthy church, or other frameworks.
- reflecting on the purpose of the Church:
 - why does this Church exist?
 - how does it relate to the community?
 - what does it believe?
 - How is the Parish MAP aligned to the Southwark Vision?

Ask yourself:

- How involved are you in this threefold process of listening? What are you hearing?
- Do you have an objective sense of how your Church is doing?
- What is God's unique calling to your Church or Parish?
- What have you learned from feedback?

Reflect on this area of your ministry, bringing to the fore the areas which will make the ministry development review meeting most useful for you:

3. Choose Future Priorities

- a. Vision**
- b. Priorities**
- c. Goals**

In the second phase the Church's leaders prayerfully discern how God wants to shape the Church's future, considering, for instance, its call to serve the community, respond to pastoral needs, and steward resources. To do this they:

- Produce a vision statement, shared and owned by the congregation, to inspire them and encourage engaging and working together.
- Use the vision statement to set priorities for the next five years, and determine which two or three are most important for the next year. Some activities may need to be trimmed or dropped.
- Write a goal statement for the following year, which sets out what needs to be achieved by when.

To ask yourself:

- Does your Church have a vision statement? Is it inspiring? Realistic?
- How do you set priorities? Does your Church aspire to take on too much, or too little?
- What are your goals for the next year or so? Are they shared by the congregation?

Reflect on this area of your ministry, bringing to the fore the areas which will make the ministry development review meeting most useful for you:

4. Make plans

- a. How
- b. Actions
- c. Communicate

During this phase plans are fleshed out into the lists of actions needed to achieve them by:

- Considering how each goal can be achieved. Identify the steps involved.
- Breaking each step down into a list of actions detailing:
 - What needs to be done.
 - When it needs to be completed.
 - Who is responsible.
- Communicating the vision and plan through announcements, teaching opportunities, home groups, notice sheets and magazines etc.

Ask yourself:

- Does your Church have a plan of action for the next year?
- How collaborative is the ministry of your Parish? How do you recruit and care for volunteers?
- What strategies do you use for communication? Do Church members understand and share the concerns of those holding leadership roles?

Reflect on this area of your ministry, bringing to the fore the areas which will make the ministry development review meeting most useful for you:

Name:

Date of Review:

Reviewer:

MISSION ACTION PLANNING FORM

1. Prayer

- What supports your own prayer life and relationship with God?
- How important is praying together to your congregation?
- Are the members of your Church encouraged to develop a regular practice of prayer and Bible study?

2. Review your situation, by listening, assessing and defining values

- How involved are you in this threefold process of listening? What are you hearing?
- Do you have an objective sense of how your Church is doing?
- What is God's unique calling to your Church or Parish?
- What have you learned from feedback?

3. Choose Future Priorities: vision, priorities and goals

- Does your Church have a vision statement? Is it inspiring? Realistic?
- How do you set priorities? Does your Church aspire to take on too much, or too little?
- What are your goals for the next year or so? How is my ministry or the Parish MAP aligned to the Southwark Vision?
- Are they shared by the congregation?

4. Make plans with defined actions and communicate them

- Does your Church have a plan of action for the next year?
- How collaborative is the ministry of your Parish? How do you recruit and care for volunteers?
- What strategies do you use for communication? Do Church members understand and share the concerns of those holding leadership roles?

The Pastoral Epistles: Guidance

1 Timothy 1:12-20 ¹² I am grateful to Christ Jesus our Lord, who has strengthened me, because he judged me faithful and appointed me to his service, ¹³ even though I was formerly a blasphemer, a persecutor, and a man of violence. But I received mercy because I had acted ignorantly in unbelief, ¹⁴ and the grace of our Lord overflowed for me with the faith and love that are in Christ Jesus. ¹⁵ The saying is sure and worthy of full acceptance, that Christ Jesus came into the world to save sinners-- of whom I am the foremost. ¹⁶ But for that very reason I received mercy, so that in me, as the foremost, Jesus Christ might display the utmost patience, making me an example to those who would come to believe in him for eternal life. ¹⁷ To the King of the ages, immortal, invisible, the only God, be honor and glory forever and ever. Amen. ¹⁸ I am giving you these instructions, Timothy, my child, in accordance with the prophecies made earlier about you, so that by following them you may fight the good fight, ¹⁹ having faith and a good conscience. By rejecting conscience, certain persons have suffered shipwreck in the faith; ²⁰ among them are Hymenaeus and Alexander, whom I have turned over to Satan, so that they may learn not to blaspheme.

1 Timothy 3:1-16 The saying is sure: whoever aspires to the office of bishop desires a noble task. ² Now a bishop must be above reproach, married only once, temperate, sensible, respectable, hospitable, an apt teacher, ³ not a drunkard, not violent but gentle, not quarrelsome, and not a lover of money. ⁴ He must manage his own household well, keeping his children submissive and respectful in every way-- ⁵ for if someone does not know how to manage his own household, how can he take care of God's church? ⁶ He must not be a recent convert, or he may be puffed up with conceit and fall into the condemnation of the devil. ⁷ Moreover, he must be well thought of by outsiders, so that he may not fall into disgrace and the snare of the devil. ⁸ Deacons likewise must be serious, not double-tongued, not indulging in much wine, not greedy for money; ⁹ they must hold fast to the mystery of the faith with a clear conscience. ¹⁰ And let them first be tested; then, if they prove themselves blameless, let them serve as deacons. ¹¹ Women likewise must be serious, not slanderers, but temperate, faithful in all things. ¹² Let deacons be married only once, and let them manage their children and their households well; ¹³ for those who serve well as deacons gain a good standing for themselves and great boldness in the faith that is in Christ Jesus. ¹⁴ I hope to come to you soon, but I am writing these instructions to you so that, ¹⁵ if I am delayed, you may know how one ought to behave in the household of God, which is the church of the living God, the pillar and bulwark of the truth. ¹⁶ Without any doubt, the mystery of our religion is great: He was revealed in flesh, vindicated in spirit, seen by angels, proclaimed among Gentiles, believed in throughout the world, taken up in glory.

1 Timothy 4:1-16 Now the Spirit expressly says that in later times some will renounce the faith by paying attention to deceitful spirits and teachings of demons, ² through the hypocrisy of liars whose consciences are seared with a hot iron. ³ They forbid marriage and demand abstinence from foods, which God created to be received with thanksgiving by those who believe and know the truth. ⁴ For everything created by God is good, and nothing is to be rejected, provided it is received with thanksgiving; ⁵ for it is sanctified by God's word and by prayer. ⁶ If you put these instructions before the brothers and sisters, you will be a good servant of Christ Jesus, nourished on the words of the faith and of the sound teaching that you have followed. ⁷ Have nothing to do with profane myths and old wives' tales. Train yourself in godliness, ⁸ for, while physical training is of some value, godliness

is valuable in every way, holding promise for both the present life and the life to come. ⁹ The saying is sure and worthy of full acceptance. ¹⁰ For to this end we toil and struggle, because we have our hope set on the living God, who is the Savior of all people, especially of those who believe. ¹¹ These are the things you must insist on and teach. ¹² Let no one despise your youth, but set the believers an example in speech and conduct, in love, in faith, in purity. ¹³ Until I arrive, give attention to the public reading of scripture, to exhorting, to teaching. ¹⁴ Do not neglect the gift that is in you, which was given to you through prophecy with the laying on of hands by the council of elders. ¹⁵ Put these things into practice, devote yourself to them, so that all may see your progress. ¹⁶ Pay close attention to yourself and to your teaching; continue in these things, for in doing this you will save both yourself and your hearers.

1 Timothy 6:11-21 ¹¹ But as for you, man of God, shun all this; pursue righteousness, godliness, faith, love, endurance, gentleness. ¹² Fight the good fight of the faith; take hold of the eternal life, to which you were called and for which you made the good confession in the presence of many witnesses. ¹³ In the presence of God, who gives life to all things, and of Christ Jesus, who in his testimony before Pontius Pilate made the good confession, I charge you ¹⁴ to keep the commandment without spot or blame until the manifestation of our Lord Jesus Christ, ¹⁵ which he will bring about at the right time-- he who is the blessed and only Sovereign, the King of kings and Lord of lords. ¹⁶ It is he alone who has immortality and dwells in unapproachable light, whom no one has ever seen or can see; to him be honor and eternal dominion. Amen. ¹⁷ As for those who in the present age are rich, command them not to be haughty, or to set their hopes on the uncertainty of riches, but rather on God who richly provides us with everything for our enjoyment. ¹⁸ They are to do good, to be rich in good works, generous, and ready to share, ¹⁹ thus storing up for themselves the treasure of a good foundation for the future, so that they may take hold of the life that really is life. ²⁰ Timothy, guard what has been entrusted to you. Avoid the profane chatter and contradictions of what is falsely called knowledge; ²¹ by professing it some have missed the mark as regards the faith. Grace be with you.

2 Timothy 1:1 - 2:26 Paul, an apostle of Christ Jesus by the will of God, for the sake of the promise of life that is in Christ Jesus, ² To Timothy, my beloved child: Grace, mercy, and peace from God the Father and Christ Jesus our Lord. ³ I am grateful to God-- whom I worship with a clear conscience, as my ancestors did-- when I remember you constantly in my prayers night and day. ⁴ Recalling your tears, I long to see you so that I may be filled with joy. ⁵ I am reminded of your sincere faith, a faith that lived first in your grandmother Lois and your mother Eunice and now, I am sure, lives in you. ⁶ For this reason I remind you to rekindle the gift of God that is within you through the laying on of my hands; ⁷ for God did not give us a spirit of cowardice, but rather a spirit of power and of love and of self-discipline. ⁸ Do not be ashamed, then, of the testimony about our Lord or of me his prisoner, but join with me in suffering for the gospel, relying on the power of God, ⁹ who saved us and called us with a holy calling, not according to our works but according to his own purpose and grace. This grace was given to us in Christ Jesus before the ages began, ¹⁰ but it has now been revealed through the appearing of our Savior Christ Jesus, who abolished death and brought life and immortality to light through the gospel. ¹¹ For this gospel I was appointed a herald and an apostle and a teacher, ¹² and for this reason I suffer as I do. But I am not ashamed, for I know the one in whom I have put my trust, and I am sure that he is able to guard until that day what I have entrusted to him. ¹³ Hold to the standard of sound teaching that you have heard from me, in the faith and love that are in Christ Jesus. ¹⁴ Guard the good treasure entrusted to you, with the help of the Holy Spirit

living in us. ¹⁵ You are aware that all who are in Asia have turned away from me, including Phygelus and Hermogenes. ¹⁶ May the Lord grant mercy to the household of Onesiphorus, because he often refreshed me and was not ashamed of my chain; ¹⁷ when he arrived in Rome, he eagerly searched for me and found me ¹⁸ -- may the Lord grant that he will find mercy from the Lord on that day! And you know very well how much service he rendered in Ephesus. ^{NRS} **2 Timothy 2:1** You then, my child, be strong in the grace that is in Christ Jesus; ² and what you have heard from me through many witnesses entrust to faithful people who will be able to teach others as well. ³ Share in suffering like a good soldier of Christ Jesus. ⁴ No one serving in the army gets entangled in everyday affairs; the soldier's aim is to please the enlisting officer. ⁵ And in the case of an athlete, no one is crowned without competing according to the rules. ⁶ It is the farmer who does the work who ought to have the first share of the crops. ⁷ Think over what I say, for the Lord will give you understanding in all things. ⁸ Remember Jesus Christ, raised from the dead, a descendant of David-- that is my gospel, ⁹ for which I suffer hardship, even to the point of being chained like a criminal. But the word of God is not chained. ¹⁰ Therefore I endure everything for the sake of the elect, so that they may also obtain the salvation that is in Christ Jesus, with eternal glory. ¹¹ The saying is sure: If we have died with him, we will also live with him; ¹² if we endure, we will also reign with him; if we deny him, he will also deny us; ¹³ if we are faithless, he remains faithful-- for he cannot deny himself. ¹⁴ Remind them of this, and warn them before God that they are to avoid wrangling over words, which does no good but only ruins those who are listening. ¹⁵ Do your best to present yourself to God as one approved by him, a worker who has no need to be ashamed, rightly explaining the word of truth. ¹⁶ Avoid profane chatter, for it will lead people into more and more impiety, ¹⁷ and their talk will spread like gangrene. Among them are Hymenaeus and Philetus, ¹⁸ who have swerved from the truth by claiming that the resurrection has already taken place. They are upsetting the faith of some. ¹⁹ But God's firm foundation stands, bearing this inscription: "The Lord knows those who are his," and, "Let everyone who calls on the name of the Lord turn away from wickedness." ²⁰ In a large house there are utensils not only of gold and silver but also of wood and clay, some for special use, some for ordinary. ²¹ All who cleanse themselves of the things I have mentioned will become special utensils, dedicated and useful to the owner of the house, ready for every good work. ²² Shun youthful passions and pursue righteousness, faith, love, and peace, along with those who call on the Lord from a pure heart. ²³ Have nothing to do with stupid and senseless controversies; you know that they breed quarrels. ²⁴ And the Lord's servant must not be quarrelsome but kindly to everyone, an apt teacher, patient, ²⁵ correcting opponents with gentleness. God may perhaps grant that they will repent and come to know the truth, ²⁶ and that they may escape from the snare of the devil, having been held captive by him to do his will.

2 Timothy 3:10 - 4:8 Now you have observed my teaching, my conduct, my aim in life, my faith, my patience, my love, my steadfastness, ¹¹ my persecutions and suffering the things that happened to me in Antioch, Iconium, and Lystra. What persecutions I endured! Yet the Lord rescued me from all of them. ¹² Indeed, all who want to live a godly life in Christ Jesus will be persecuted. ¹³ But wicked people and impostors will go from bad to worse, deceiving others and being deceived. ¹⁴ But as for you, continue in what you have learned and firmly believed, knowing from whom you learned it, ¹⁵ and how from childhood you have known the sacred writings that are able to instruct you for salvation through faith in Christ Jesus. ¹⁶ All scripture is inspired by God and is useful for teaching, for reproof, for correction, and for training in righteousness, ¹⁷ so that everyone who belongs to God may be proficient, equipped for every good work.

2 Timothy 4:1 *In the presence of God and of Christ Jesus, who is to judge the living and the dead, and in view of his appearing and his kingdom, I solemnly urge you: ² proclaim the message; be persistent whether the time is favorable or unfavorable; convince, rebuke, and encourage, with the utmost patience in teaching. ³ For the time is coming when people will not put up with sound doctrine, but having itching ears, they will accumulate for themselves teachers to suit their own desires, ⁴ and will turn away from listening to the truth and wander away to myths. ⁵ As for you, always be sober, endure suffering, do the work of an evangelist, carry out your ministry fully. ⁶ As for me, I am already being poured out as a libation, and the time of my departure has come. ⁷ I have fought the good fight, I have finished the race, I have kept the faith. ⁸ From now on there is reserved for me the crown of righteousness, which the Lord, the righteous judge, will give me on that day, and not only to me but also to all who have longed for his appearing.*

Titus 2:5-15 *be self-controlled, chaste, good managers of the household, kind, being submissive to their husbands, so that the word of God may not be discredited. ⁶ Likewise, urge the younger men to be self-controlled. ⁷ Show yourself in all respects a model of good works, and in your teaching show integrity, gravity, ⁸ and sound speech that cannot be censured; then any opponent will be put to shame, having nothing evil to say of us. ⁹ Tell slaves to be submissive to their masters and to give satisfaction in every respect; they are not to talk back, ¹⁰ not to pilfer, but to show complete and perfect fidelity, so that in everything they may be an ornament to the doctrine of God our Savior. ¹¹ For the grace of God has appeared, bringing salvation to all, ¹² training us to renounce impiety and worldly passions, and in the present age to live lives that are self-controlled, upright, and godly, ¹³ while we wait for the blessed hope and the manifestation of the glory of our great God and Savior, Jesus Christ. ¹⁴ He it is who gave himself for us that he might redeem us from all iniquity and purify for himself a people of his own who are zealous for good deeds. ¹⁵ Declare these things; exhort and reprove with all authority. Let no one look down on you.*

Name:

Date of Review:

Reviewer:

Pastoral Epistles Form

Write a review of your ministry since your last MDR in the light of the pastoral epistles. Please ensure that you comment on any ways in which your ministry or the Parish MAP aligned to the Southwark Vision.

Make it clear for your reviewer which of the Scriptural texts you are using.

In writing your review, you might wish to consider particular events, relationships or situations which have been especially significant in your recent ministry, whether positively or not. Consider how your spiritual and personal, as well as your ministerial life, has been.

Do reflect on what you have learned from the feedback you sought.

The Ordinal: Guidance Notes

God calls his people to follow Christ, and forms us into a royal priesthood, a holy nation, to declare the wonderful deeds of him who has called us out of darkness into his marvellous light.

The Church is the Body of Christ, the people of God and the dwelling-place of the Holy Spirit. In baptism the whole Church is summoned to witness to God's love and to work for the coming of his kingdom.

To serve this royal priesthood, God has given particular ministries. Priests are ordained to lead God's people in the offering of praise and the proclamation of the gospel. They share with the Bishop in the oversight of the Church, delighting in its beauty and rejoicing in its well-being. They are to set the example of the Good Shepherd always before them as the pattern of their calling. With the Bishop and their fellow presbyters, they are to sustain the community of the faithful by the ministry of word and sacrament, that we all may grow into the fullness of Christ and be a living sacrifice acceptable to God.

Priests are called to be servants and shepherds among the people to whom they are sent. With their Bishop and fellow ministers, they are to proclaim the word of the Lord and to watch for the signs of God's new creation. They are to be messengers, watchmen and stewards of the Lord; they are to teach and to admonish, to feed and provide for his family, to search for his children in the wilderness of this world's temptations, and to guide them through its confusions, that they may be saved through Christ for ever. Formed by the word, they are to call their hearers to repentance and to declare in Christ's name the absolution and forgiveness of their sins.

With all God's people, they are to tell the story of God's love. They are to baptize new disciples in the name of the Father, and of the Son, and of the Holy Spirit, and to walk with them in the way of Christ, nurturing them in the faith. They are to unfold the Scriptures, to preach the word in season and out of season, and to declare the mighty acts of God. They are to preside at the Lord's table and lead his people in worship, offering with them a spiritual sacrifice of praise and thanksgiving. They are to bless the people in God's name. They are to resist evil, support the weak, defend the poor, and intercede for all in need. They are to minister to the sick and prepare the dying for their death. Guided by the Spirit, they are to discern and foster the gifts of all God's people, that the whole Church may be built up in unity and faith.

We trust that long ago you began to weigh and ponder all this, and that you are fully determined, by the grace of God, to devote yourself wholly to his service, so that as you daily follow the rule and teaching of our Lord and grow into his likeness, God may sanctify the lives of all with whom you have to do.

Name: **Date of Review:** **Reviewer:**

The Ordinal: Form

And now, in order that we may know your mind and purpose, you must make the declarations we put to you.

1. Do you accept the Holy Scriptures as revealing all things necessary for eternal salvation through faith in Jesus Christ?

Reflect on your ministry and your faith in Christ.

2. Will you be diligent in prayer, in reading Holy Scripture, and in all studies that will deepen your faith and fit you to bear witness to the truth of the gospel?

Consider your prayer, your studies and your spiritual life in your ministry.

3. Will you lead Christ's people in proclaiming his glorious gospel, so that the good news of salvation may be heard in every place?

Reflect on your leadership of your congregation and the growth of the church. What have you learned from feedback?

4. Will you faithfully minister the doctrine and sacraments of Christ as the Church of England has received them, so that the people committed to your charge may be defended against error and flourish in the faith?

Has the pattern of your teaching and your sacramental ministry borne fruit?

5. Will you, knowing yourself to be reconciled to God in Christ, strive to be an instrument of God's peace in the Church and in the world?

Consider the conflict and challenge which has faced you in your ministry. What have you learned from feedback?

6. Will you endeavour to fashion your own life and that of your household according to the way of Christ, that you may be a pattern and example to Christ's people?

Think about your personal, domestic and ministerial life and how they impact on each other.

7. Will you work with your fellow servants in the gospel for the sake of the kingdom of God?

Reflect on the place of collaboration and collaborators in your ministry. What have you learned from feedback?

8. Will you accept and minister the discipline of this Church, and respect authority duly exercised within it?

How have your relationships with other accountable ministers and officers, lay and ordained, been since your last review? What have you learned from feedback?

9. Will you then, in the strength of the Holy Spirit, continually stir up the gift of God that is in you, to make Christ known among all whom you serve?

How do mission and evangelism flourish in your ministry? How is your ministry or the Parish MAP aligned to the Southwark Vision?

360° Feedback Form Guidance

This feedback is to be used as part of the preparation for your Ministerial Development Review. It is intended to help you see your ministry through the eyes of others. People you might wish to approach could include:

- your area dean,
- a Churchwarden,
- an ordained or lay colleague
- a member of the congregation
- someone from the local community with whom you work.

Please ask those you approach to comment on how they think you manage your role in the different aspects of ministry you perform. When the responses have been returned to you, the intention is that they will help you reflect on how you exercise your ministry. It is hoped that this feedback will prompt your own reflection in the preparation form that you use, for example by recognising how much you are appreciated, by identifying themes/ tensions in the things people think you could develop and by helping you evaluate your use of time.

The 360° feedback is intended to be a tool for your learning, to be returned to you, and need not be shown to your reviewer.

The Review Form is available on line as a separate document on the Discipleship and Ministry Section of the Diocesan website.

Diocese of Southwark 360° Feedback Form

Name of Minister:

Parish / post:

Your Name:

Role held / Relationship to minister:

Questions

1. What particular areas of my ministry do you feel able to comment on?
2. What do you think are my gifts and strengths as a minister?
3. Please tell me where you think my ministry needs to grow and change
4. How do you feel I manage time, for example, between my various ministerial commitments and time for rest and relaxation?
5. Have you other comments that would be helpful in preparation for my Ministerial Development Review?

Agreed Record EXAMPLE

At least one of these priorities, in line with the Southwark Vision, should contribute to the Diocesan goals.

Name	Reviewer	Date of Review		
	Initial Context / Challenge Identified	What changes or developments do I want to see?	What needs to be done to bring about these changes?	What should be different in 12-18 months
Priority One Relating to Southwark vision	Church Warden about to retire, lack of lay leaders in the parish - new vocations and new ministries needed	More confident lay leadership, and someone ready to act as Church Warden	Build relationships Build confidence Identify potential Change my approach Build culture of appreciation and gratitude	More volunteers More confident people Culture of every member ministry
Priority Two	Feeling overwhelmed by work, poor health, spiritually dried up	A better work/life balance, renewed joy in prayer and worship	Help to address issues Time set aside to solve problems New skills / people to talk	Congregation and family notice the difference in me, I feel renewed in ministry and ready for the next five years.
Priority Three	A big building project on the horizon and a complex team to lead	I want more confidence in leadership and project management	Acquire new skills Know what is involved in building project Identify allies in parish	Building project underway and everyone confident in management, not too many distractions
Is a Ministerial Development Plan advised/required for next steps ?				
Are you hoping to take a sabbatical in the next three years?				
Would you like to discuss your needs with the Director of Discipleship and Ministry?				

Agreed Record Form

Name

Reviewer

Date of Review

	Initial Context / Challenge Identified	What changes or developments do I want to see?	What needs to be done to bring about these changes?	What should be different in 12-18 months
Priority One Relating to Southwark vision				
Priority Two				
Priority Three				
Is a Ministerial Development Plan advised/required for next steps ?				
Are you hoping to take a sabbatical in the next three years?				
Would you like to discuss your needs with the Director of Discipleship and Ministry?				

ADDITIONAL SHEET: Confidential

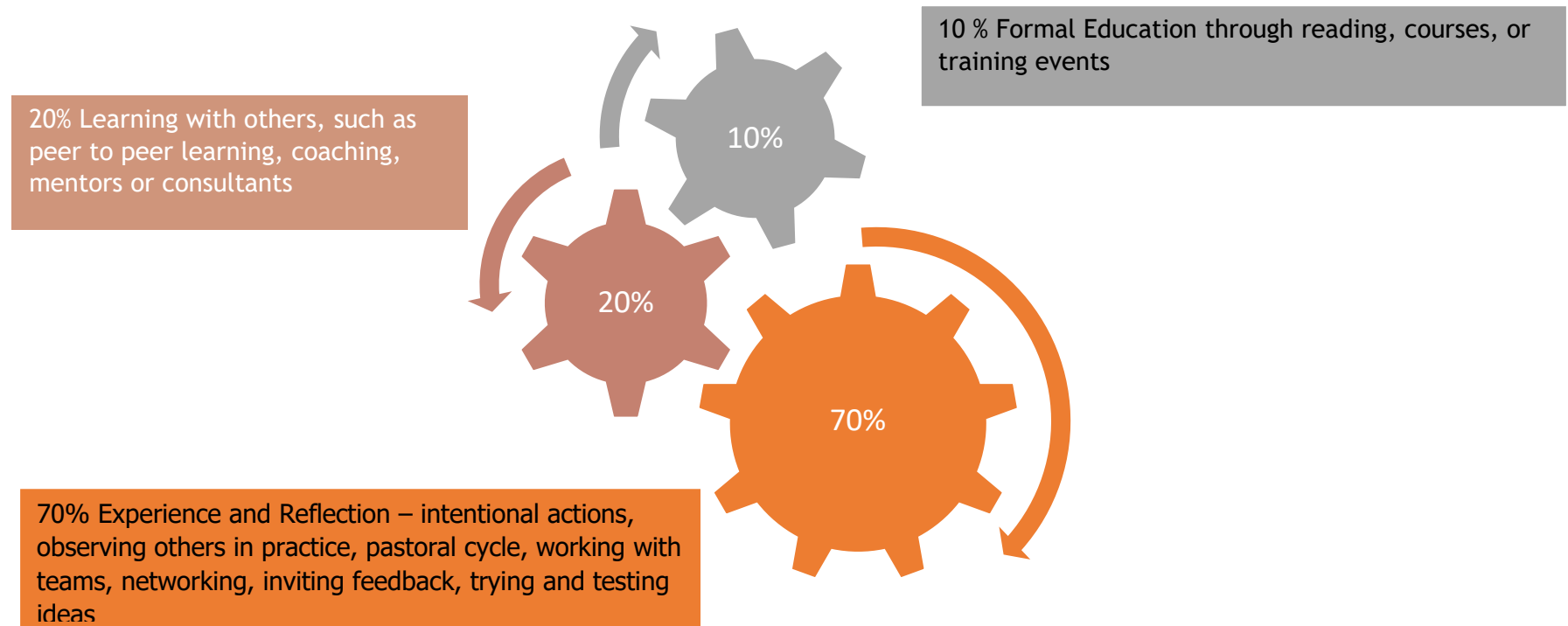
This offers the opportunity for matters which have arisen in the MDR to be shared with the Area Bishop or others in the Bishop's Staff Team. This may include any strains in your personal life, particular challenges in ministry, or thoughts regarding future deployment. Please return this sheet directly to your reviewer indicating where the material may be shared.

1. Following your MDR, are there areas of concern you wish to share with senior colleagues?
2. Are there any other matters regarding your ministry or the parish to mention?
3. Are there gifts, skills or experience that you feel could be better utilised and you would like to have drawn to the attention of the Bishop's Staff?
4. Are you considering, or would you consider, a change of deployment in the next 18 months?

CREATING A MINISTRY DEVELOPMENT PLAN

Research shows that learning that lasts is usually acquired through experience and reflection, helped by working with peers, coaches or mentors, and with a small proportion of formal teaching, study or reading. This kind of learning is happening all the time in our ministry, when we review our liturgy, mission strategy, or reflect on a pastoral situation with a colleague.

In shaping a ministry development plan, we suggest that you work on the model as outlined below. If you want to talk this through with someone, please contact the Department of Discipleship and Ministry.



Ministry Development Plan Example

Name Date of Review Consultant Date of Plan

Changes and Developments I want to see	Changes that need to happen	Formal Education 10%	Learning with Others 20%	Learning through Experience 70%	What should be different in 12-18 months
Church Warden about to retire, lack of lay leaders in the parish - new vocations and new ministries needed	Build relationships Build confidence Identify potential Change my approach Build culture of appreciation and gratitude	Course in Appreciative Inquiry, coaching or growing lay leaders	Identify partners, eg. Ministry team, deanery colleagues, others from course to reflect with - plan to meet 2 or 3 times in 18 months	Review culture of PCC Identify potential leaders and build relationships ? include review in APCM ? Ask congregation how they feel	More volunteers More confident people Culture of every member ministry
A better work/life balance, renewed joy in prayer and worship	Help to address issues Time set aside to solve problems New skills / people to talk	Course in Time Management or Clergy Wellbeing	Pastoral Reflection Group, Cell Group, Spiritual Director	Diary management Retreat and holiday Take up a hobby Make time to enjoy sport / walking	Congregation and family notice the difference in me, I feel renewed in ministry and ready for the next five years.
I want more confidence in leadership and project management	Acquire new skills Know what is involved in building project Identify allies in parish	Internet research or find lay person with project management skills	Mentor or Work consultant, consult diocese and DAC	Build team, establish time line, include time to plan/do/reflect Ask for feedback	Building project underway and everyone confident in management, not too many distractions

Please note that only resources identified in this learning plan will be eligible for CMD funding, and many resources may be available through the diocese. If you would like a conversation about your learning plan, please contact the Department of Discipleship and Ministry.

