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# Licensed Lay Ministry

## Handbook



The Church of England  
Diocese of Ely



*February 2026*



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# Foreword

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Dear Colleagues and Friends,  
Brothers and Sisters in Christ,

The first thing I want to say is 'thank you': as you are reading this document, I thank you for your ministry and service. Some of you will be seasoned Readers or LLMs with much experience, others may just be licensed and beginning your ministry. It is our hope that this booklet gives you some practical guidance as well as resolving possibly unclarities.

Licensed Lay Ministry is an important and precious vocation and one of the vital organs within the whole body of Christ. It is inevitably rooted in the Christian community in which a calling is discerned and explored.



LLMs play a key role in the mission and ministry of the diocese.

I welcome you to join and continue travelling on this road, in your local church community and as part of the Diocese of Ely.

As we say, '*We pray to be generous and visible people of Jesus Christ*'.

May God bless your ministry richly.

A handwritten signature in black ink that reads "Dagmar Huntington".

+ Dagmar  
Acting diocesan Bishop of Ely

We praise and thank you, God of the journey,  
For all your gifts to us in the past.  
We look to you as fellow-traveller and faithful companion on the way ahead.  
Shelter and protect us from all harm and anxiety;  
Give us grace to let go of all that holds us back;  
And grant us courage to meet the new life you have promised us  
In Jesus Christ our Lord.  
*Amen*

# Letter of Welcome

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Welcome to this updated handbook for LLMs (Readers) in the Diocese of Ely. I hope it begins to show the growing diversity and breadth of Lay Ministry in the diocese.

This handbook is aimed at helping us share a common calling to deepen our life in Christ, grow as disciples, and engage as leaders in mission and ministry with the communities of which we are part.

As we see God at work calling people with various skills to be licensed ministers, it is hoped this handbook will give you the information you need in your ministry.

Together we share in the ministry of lay and ordained working together to grow God's kingdom in the diocese.

Regular meetings with the Area Sub-wardens ensures we are in touch with all LLMs for mutual support and development.

Being part of the Mission and Ministry team allows me to work closely with the Director of Mission and Ministry, Peter Leech along with the Board. It is hoped this handbook will offer important guidance and information. No LLM should be without the required support and nurture they need to develop their ministry and I hope this valuable handbook will provide useful information.

It was St Augustine who said '*Whatever skills I have acquired, whatever gifts I have been given, I place them at Your service*'.

Thank you for everything you do in your ministry to further God's Kingdom here on earth.

*Cathy Watts*



# Who's who? Some key contacts for LLMs

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Director of Mission & Ministry (DMM) – Revd Canon Peter Leech  
peter.leech@elydiocese.org



Warden of LLMs & Lay Ministry Officer (LLM) – Canon Cathy Watts  
catherine.watts@elydiocese.org



Lay Ministry Officer (ALM) – Niki Whitby  
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Communications Development Officer – Holli Bielby  
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PA to the Director of Mission & Ministry (DMM) – Wendy Ivey  
wendy.ivey@elydiocese.org



Chair of the LLM Board & Cambridge South Sub-Warden -  
Lindi Kent lindi.allen.kent@gmail.com



Cambridge North Sub-Warden - Alison Wedgbury  
alisonwedgbury@gmail.com



Wisbech Sub-Warden - Nigel Moat  
nigelmoat@ousevalleybenefice.org



Huntingdon Sub-Warden - Rosie Tallwin  
vicar@fenchurches.org.uk



# An Introduction to Licensed Lay Ministry in Ely Diocese

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Licensed Lay Ministers (LLMs) are lay people, from a wide diversity of occupations and backgrounds, who recognise a call to serve God, love neighbour and care for the world through the Church of England.

They are trained in theology, pastoral care, liturgy and other practical skills relevant to the ministry and context where they have been placed. They work in a variety of roles and situations across the Church. They are invited to preach and teach, lead and assist in worship and liturgy, offer pastoral care and spiritual nurture, enable mission, and share the Good News of Jesus Christ in imaginative and creative ways. They may also engage in one of the following specialist ministries: pioneer ministry; evangelism; children, youth and families; pastoral care; community, justice, and peace. They are accountable first to the Incumbent (or other appropriate minister e.g. Rural Dean).

There are many ways LLMs minister by their presence, witness and listening at their places of work, at home, among their neighbours and in their local communities. They are informed lay people living out their faith in their different walks of life on a daily basis.



# Regulations and Expectations

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## Requirements of each LLM

There are certain obligations which are required of all Licensed Lay Ministers.

- They are baptised, and confirmed in (or received into if confirmed as a Roman Catholic) the Church of England before they are licensed.
- They are licensed to a parish, benefice, team or other context, and work with those who have overall leadership.
- They have a current DBS check and have completed all of the required Safeguarding training courses, which currently include: *Basic Awareness, Foundations, Leadership, Raising Awareness of Domestic Abuse, Safer Recruitment and People Management.*
- [elydiocese.org/safeguarding-training-and-development](http://elydiocese.org/safeguarding-training-and-development)



- They have a **Working Agreement** with the Incumbent (or in the case of a vacancy, or if the LLM is exercising a specialist ministry, with the Rural Dean or appropriate person agreed with the Warden of LLMs).
- [LLM Working Agreement template](#)
- They are asked to complete an **Annual Review of Ministry**, in discussion with their Incumbent, when reviewing their annual Working Agreement. This Annual Review of Ministry helps LLMs to chart the evolution of their sense of vocation and to identify needs for continuing learning, growth, and supervision. This also helps the Diocese to gauge well-being and training needs.
- [LLM Annual Review template](#)

- They submit the **Statistical Return** annually. This is not to check up on how hard the LLMs have been working, but rather to enable the Diocese to understand how much time and effort is put in by LLMs as a body, to see how the range of tasks are changing and provide evidence of training need.
- LLMs are encouraged to attend the **LLM Annual Gathering (AGM)** each year. This is a time when all the LLMs in the Diocese meet together to review their work over the last year. This includes a reflection on the findings of the statistical returns, information about changes to LLM ministry, and sharing of ideas about how LLM ministry is carried out. There is also input to nourish and refresh LLMs and a guest speaker may be invited to attend for part of the study day. This normally takes place on the second Saturday in May each year.



# The Annual and Triennial LLM Licensing Service

The Annual and Triennial Licensing Services are key events in the Diocesan LLM calendar. They are usually held on the first Saturday in October in the Cathedral. The service provides not only the formal occasion for the admission of new LLMs but is also the time when we welcome LLMs who have moved into the Diocese during the previous twelve months.

At this service, LLMs who are being re-licensed for the first time receive the John Hullock Award (book token). John Hullock was an LLM in the Diocese who left in his will a sum of money to be used for training of LLMs. For those who have completed 25, 40, 50 or 60 years of ministry in the Diocese, they will receive a certificate.

The Licensing Services are an important occasion when LLMs recommit themselves to the ministry into which God has called them. Before the Annual Service there is a Quiet Morning for those who are to be licensed for the first time. Both the morning and afternoon occasions give LLMs the opportunity to enjoy the fellowship of other LLMs within the Diocese and to meet the members of the Board.

Every three years LLMs are required to attend the Triennial Licensing Service (taking place 2028 and onwards) on the first Saturday in October. Before this service, LLMs will be required to resubmit their Licence to the Bishop. Their Licence will then be reissued at the Triennial Licensing Service when they will renew their commitment to Christ, to the Bishops under whom they minister, and to the ministry they have agreed to undertake.

*Please note all safeguarding requirements must be in place for a licence to be reissued.*



In the years between these significant Triennial services, LLMs are required to renew their commitment at the Annual Licensing Service (but they will not need to resubmit their Licence), also on the first Saturday in October. The Bishop also invites LLMs every year alongside their ordained colleagues in the Diocese to attend and robe at the Maundy Thursday Chrism Service.

These services celebrate the diverse ministry in the Diocese, and offer an opportunity to receive a commission to ministry in the current context. All LLMs should make every effort to attend these events to re-commit themselves to the service of Christ, his church and demonstrate their support for new and existing fellow LLMs and the mission and ministry of the whole Diocese.

In addition to these requirements, LLMs will also need to comply with the GDPR, and other policies adopted by the Diocese and PCC.

- [elydiocese.org/our-life-as-a-diocese](http://elydiocese.org/our-life-as-a-diocese)



# Practice and Practicalities

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LLMs exercise their ministry in agreement with the Incumbent, or priest in charge, of the church or benefice where they have their Licence. In some specialist work, they may work with a specified other person who carries oversight for their ministry.

## LLM Roles

Following appropriate training, Licensed Lay Ministers may do some or all of these tasks:

- Preach and teach the faith and contribute to worship.
- Lead worship, except those services and parts of services specifically excluded by Canon.
- Undertake pastoral and liturgical work in the context of their Licence.
- Visit people who are sick to read and pray with them.
- Assist any minister as the bishop may direct.
- Undertake specific work as directed by the Bishop's Licence.
- Assist in the preparation for baptism and confirmation.
- Teach, train and nurture adults in Christian discipleship.
- Lead and teach children and young people.
- Take a part in Spiritual Direction and in facilitating well-being (with training).
- Undertake initiatives in community engagement and lead new worshipping communities, or other missional initiatives.

*Read on for more information on each of these roles.*



## Roles within Worship

Licensed Lay Ministers may do some or all of these tasks:

- **Lead and Preach:** Lead and preach at services of the word in a variety of different contexts and styles including Morning and Evening Prayer, Family or All Age worship, or lead new worshipping communities.
- **Assist at the Eucharist:** LLMs can lead the parts of the Eucharistic Services that are permissible under Canon Law and at the discretion of the Incumbent and the officiating priest.
- **Take or preach at services in another denomination:** LLMs can accept an invitation to take part in a service in a church of another denomination to which the Church of England (Ecumenical Relations) Measure 1988 applies provided that the duties they undertake in the service are the same or similar to those they are authorised to perform in the Church of England.



Approval needs to be granted by the Incumbent of the parish where the service is to take place. If this is to be a more regular service then permission is needed from the Bishop and PCC of the parish where the service takes place.

Before you take services in another denomination or setting, you need to have discussed this with your Incumbent.

If advice is needed about other denominations, contact the Bishop's Advisor for Ecumenical Relations [ecumenical.advisor@elydiocese.org](mailto:ecumenical.advisor@elydiocese.org)

- **Funerals:** LLMs can undertake preparation for and carry out funeral services with appropriate training, and at the request of the Incumbent and with the agreement of those involved. **Please note that additional training is required in order to lead funeral services.** During a Vacancy, LLMs must not take funeral services without knowledge and prior arrangement with the Rural Dean (or failing that, the Archdeacon), even when a request to take a funeral comes directly from a funeral director or family to the LLM. The LLM needs to seek assurance that their ministry is welcomed and supported by the next of kin who are arranging the service.
- **Banns of Marriage:** LLMs may publish banns of marriage in the absence of a priest.



## Areas where LLMs need to respect limits

- **Baptisms:** Baptism is the Church's sign and symbol of membership and as a sacrament is ordinarily administered only by an ordained minister. LLMs may be involved in the baptism preparation and it is helpful to all involved that where this has happened, they may also be able to assist in the service.
- **Weddings:** LLMs do not conduct wedding services. However, they may assist, with the permission of the officiating priest and those involved, e.g. by leading the prayers.
- **Absolution and Blessings:** The BCP and Common Worship forms of service prescribe what is to be substituted for the normal form of Absolution when the service is taken by someone other than a priest. In addition, a Licensed Lay Minister should substitute the words 'us' and 'our' for the words 'you' and 'your' in using the prayer of blessing at the end of the service.
- **Communion by Extension in public worship:** The Diocesan Bishop does not allow Communion by Extension.
- [Holy communion by extension policy](#)

- **Taking Holy Communion to those who are sick, housebound, in hospital or residential homes:** LLMs may take communion to people who are sick, housebound, or in hospital and into retirement homes, with the permission of the incumbent. This may include a short act of worship in which people are given elements that have already been consecrated and reserved. It is important that proper attention is given to the consecrated elements of bread and wine, and respect given to the vessels which contain them in the exercising of this ministry. Usually the vessels and elements will be taken from the Church to the venue and back within a short space of time. However, sometimes local circumstances may make it necessary to keep them overnight in the care of the LLM. It is your responsibility to keep them respectfully while they are in your safekeeping. Take only what is needed for your visit and consume the remainder of what you take at the time, or as soon as possible after your visit. Return the vessels at the earliest opportunity to their usual place of keeping.
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# Deployment

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LLMs are licensed to a Parish, Benefice, Team or other specific specialist context which is set out in their Licence.

LLMs are deployable to other parishes and, with the permission of their incumbent, may give occasional help during holidays, sickness and vacancies. In addition, it is possible to arrange a secondment for a longer period for the mutual benefit of LLM and parish, or to have a regular arrangement whereby a LLM goes (for example) one Sunday evening a month to a nearby church. The Warden of LLMs should be consulted in such cases. If the arrangement is continued beyond six months, transfer of the LLM's Licence should be discussed with the Warden. The willingness to be deployed further than the benefice should be recorded on the Working Agreement.

LLMs/Readers transferring into the Diocese from elsewhere wishing to be licensed in the Diocese of Ely will need to comply with current Safeguarding training and other requirements. A 'safe to receive' request from their previous diocese will be made. If, having moved, they need to obtain a licence from the Diocese, this will be granted no sooner than 6 months after moving in, and after they have made a Working Agreement with the incumbent (in a vacancy, you may be licensed on a preliminary basis to the Rural Dean with whom the Working Agreement is then made in the first instance).



## Retirement and Emeritus Status

The Diocese of Ely no longer asks LLMs to move from being Licensed to needing to ask for Permission to Officiate (PTO) on the basis of reaching a certain age. LLMs are either Licensed or Emeriti. LLMs are able to continue with their active Licensed ministry into their 70s and 80s as long as they are willing and able to do so. When an LLM reaches the age of 80, it is important that they do not feel that they are of no further use. If they so wish, they can retire and enjoy time to rest. However, many LLMs still feel able and may wish to continue active ministry. The **Incumbent** will contact the LLM six months before their 80<sup>th</sup> birthday to review with them that what they are being asked to do and to discuss whether they wish to continue, or to take the Emeritus Status. Please contact Jo Godfrey, PA to the Bishop of Huntingdon, if someone wishes to retire and take the Emeritus Status.

The Emeritus title is given in appreciation, and as a recognition, of past service but it has no rights or responsibilities attached to it. When an LLM becomes an Emeritus, they are no longer required to undertake the DBS and Safeguarding requirements. Therefore, they can no longer exercise public ministry and all rights and duties associated with that ministry must cease including the wearing of any vesture associated with it. Once becoming an Emeritus, it is no longer legitimate to robe and process at the Licensing or other services.

Of course, this does not preclude anyone who is acknowledged in this way from sharing in the ongoing involvement of the laity in such things as lesson reading, intercessions and other roles undertaken by members of a congregation. These need no authorisation except that which is usually given by the parish priest and the PCC.



## Robes

The normal dress of licensed lay ministers for their liturgical duties is black cassock, surplice, academic hood (where appropriate), and LLMs blue scarf. But this is locally determined. It is hoped PCCs will contribute to the cost of purchasing robes and scarves.

In Eucharistic services, a LLM may, if invited by the Incumbent or minister-in-charge, wear an alb. The Reader's blue scarf is not normally worn with the alb.

## Expenses (working costs) and Fees

The LLM role is usually voluntary. In the Diocese of Ely there is a recognition that ministry costs should be paid to LLMs. This recognises the invaluable and professional nature of the service that is being given by LLMs and means that no LLM should be prevented from undertaking ministry on financial grounds. This also enables the Church to appreciate the true financial cost of the ministry they are receiving.



The Diocese does permit LLMs to receive a fee for taking funerals on the understanding that they are fully trained and have had their Incumbent observe them taking a funeral. These fees are set out in the Diocesan Parochial Fees Letter which is published each year.

- [elydiocese.org/parochial-fees](http://elydiocese.org/parochial-fees)

Funeral Fees are received from the PCC Treasurer and must not be received directly from the Funeral Director. The Diocesan Parochial Fees Letter underlines that receiving fees for these services is not a contract of employment between the individual and the Diocesan Board of Finance, and that recipients are responsible for declaring this income to HM Revenue and Customs and in paying any tax that is due.

Funeral fee and expenses for travel should be kept separate, as travel expenses are not taxable.

It is recognised that some LLMs see the non-claiming of working costs as part of their offering to the church. This does set a precedent for the future which other lay ministers may not be able to match. If LLMs claim their working costs they are at liberty to give them back to the Church if they choose and in many cases this could be done by way of Gift Aid.

## Expenses from Parish or Benefice

LLMs should agree ministry costs or expenses with the Incumbent (or Churchwarden, in vacancy) in advance of paying out from their own funds, and they could therefore look to be reimbursed by the Parish or Benefice in full for:



- Travelling expenses when taking services. These should be at the full Diocesan rate when taking services within the benefice (currently 45p/mile by car, 20p/mile by bike). (Where an LLM takes a service in another benefice that benefice should offer travelling expenses in full). The LLM should claim his/her expenses from the Churchwarden or Treasurer, using the church expenses form.
- A sample Expenses claim form for the Parish for LLMs to use: [elydiocese.org/expenses-and-claims](http://elydiocese.org/expenses-and-claims)
- All purchases claimed for must be accompanied by a receipt.
- Reasonable expenses incurred as a result of training. This includes travel expenses and course costs for Continuing Ministerial Development. (Course fees for LLMs in training prior to Licensing are paid directly by the Diocese.)
- Teaching and preaching resources.
- The cost of telephone calls, stationery, printing and postage.
- It is good practice to give an allowance towards the purchase of books, up-keep of robes and participation in Quiet Days and Retreats.

# Working in a Collaborative Framework - Pastoral Care and Accountability

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## Relationship with Incumbent or Priest in Charge

LLMs will usually be working with their Incumbent and possibly with a Ministry Team, other LLMs, Churchwardens etc. with whom they meet regularly to discuss matters concerning worship, pastoral care and general parish or benefice matters.

LLMs exercising ministry in a parish, benefice or team context hold a responsible leadership position whilst remaining a member of the laity. They hold a special role in the life of their parish, benefice or team by combining their ministerial duties such as preaching and leading worship, pastoral care or taking funerals, with their daily occupation in the home or workplace.

Within the structures of the Church of England it is the Incumbent or priest in charge who holds leadership of the parish, benefice or team. The LLM is a volunteer who gives their service out of gratitude and vocation. A collaborative relationship is required of both for this relationship to produce healthy and valuable ministry which enables both to flourish along with the people and churches involved. For this to work well, an up-to-date ministry agreement, agreed with their Incumbent or priest in charge is required of all LLMs. The working agreement needs to be agreed annually.



Likewise, when a LLM is working in a different context outside the parish setting, such as in a hospital, home, or community setting, it is important to have a clear understanding of who holds oversight of their ministry. The LLM will need to work collaboratively with their line manager and to agree a working agreement which is reviewed annually.

While styles of ministry will differ according to temperament, parish size, location, the number of people on the Ministry Team and the commitments of the LLM and Incumbent, the following are recommendations for making the collaboration work well.

Therefore practical steps towards this include:

- Regular meetings with the Incumbent and Ministry Team (whether weekly, fortnightly, monthly, or quarterly) where prayer, planning of worship services and theological discussion are part of the agenda.
- Regular supervision meetings (perhaps monthly), usually with the Incumbent, when feedback on ministry, preaching and leading of worship can be discussed, ensuring good relationships and communication.



- There are some times when additional supervision is appropriately set in place alongside what is carried out by the Incumbent.
  - Newly-licensed LLMs will also receive some supervision of their ongoing training by their Subwarden.
  - Other LLMs can engage in supervision with a trusted person outside their benefice in conjunction with the personal review of ministry before the Annual Review with their Incumbent.
- Time set aside for the annual review of ministry and revisiting the working agreement, templates for both of which can be found at: [elydiocese.org/church-roles/llms](http://elydiocese.org/church-roles/llms)
- Relating Well Together are a set of Behaviour Policies that have been adopted by the Bishop's Council, focusing on how we can work well together, including Pastoral Principles into practice - to set a culture of respect and consideration towards each other.
- These, and other key documents can be found at: [elydiocese.org/our-life-as-a-diocese](http://elydiocese.org/our-life-as-a-diocese)

It will be hoped that all this leads to building of trust, confidentiality and mutual support between the Incumbent and the LLM with a sense of shared ministry.



## What happens in a Vacancy

A vacancy can be a positive experience for a parish or benefice particularly when there is good communication between LLMs, Churchwardens and PCC. People's talents can prayerfully be used to the full to help lessen the void and a feeling of loss when a priest leaves.

The Licensed Lay Minister does not have a special status during a vacancy. Churchwardens are usually those who hold overall responsibility during the vacancy. They will be ensuring that church services continue to be held in the parish, and organising people to conduct the Eucharists, festivals, services of the word and occasional offices. It is normal for the LLM's ministry to continue during a vacancy, under the supervision of, and with the support of, the Rural Dean. Churchwardens are encouraged to value and endorse the LLM's role and authority.



It is good practice for Churchwardens and LLMs to meet regularly for prayer, fellowship, support and a sharing of news. Relationships are strengthened and communication channels are opened by such fellowship, and these are both vital during the selection process. Good teamwork enables the work of the parish to flourish and needs to be nurtured.

There needs to be a clear definition of roles and responsibilities so each person feels valued and is allowed to blossom in their ministry or task during the vacancy. The pastoral skills of the LLM in the church and the community at large may be put to use far more during a vacancy, alongside the almost certain likelihood of taking more services. This can be a very rewarding experience, but care should be taken about doing too much.

In the event of any conflict, the Sub-Warden or Rural Dean should be contacted.

A potential Incumbent should be made aware of existing LLMs within the benefice and be asked to affirm their willingness to work with them if appointed, and to accept the principles and practice of LLM ministry.

When it is time to appoint a new Incumbent for the parish or benefice, the best possible involvement of LLMs in the process will be sought. However, because of the rights of patrons and the legal requirements in making appointments, it may not always be possible to include LLMs in the selection process.

After the new Incumbent has taken up their post, they and the LLM have a period of up to six months before a new Working Agreement is signed and the PCC agrees for the Suffragan Bishop to endorse continued ministry in that parish or benefice.



## Support for LLMs and Their Ministry

It is intended that this collaborative framework between LLMs, Incumbent or priest in charge, and the rest of the Ministry Team, provides a bedrock of support and stimulus for all concerned. However, LLMs are also encouraged to find a Spiritual Director and Mentor to provide scaffolding for their ministry and spiritual life. If the LLM would like help to find someone to undertake this role they should contact the Spirituality Advisory Group: [elydiocese.org/spirituality-advisory-group](http://elydiocese.org/spirituality-advisory-group)

The Incumbent (or other named supervisor) should offer regular supervision for an LLM. Guidance for reflective pastoral supervision can be found on the website: [elydiocese.org/reflective-pastoral-supervision](http://elydiocese.org/reflective-pastoral-supervision)

In addition, there are Area Meetings which are usually organised in the local Deanery, by the Sub-Warden and/or Area Representatives chosen by LLMs in a Deanery. These meetings enable LLMs to come together to find out what is happening in the Diocese, to share good practice, encourage new projects, support one another in the face of challenges and mentor each other. Please contact your Sub-Warden to find out more about these.



# When things go wrong – Conflict and its resolution

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Within a collaborative Ministry Team it is expected that differences of role, personality and approach will need to be held creatively. The potential for conflict to arise between the LLM and their Incumbent or other members of the Ministry Team is present and needs to be addressed. Sadly, conflict is normal in ministry, but walking towards it and dealing with it well is essential for ministry to flourish. Conflict can happen for a variety of reasons, misunderstandings arising from lack of communication, an unwillingness to tackle difficult situations, inflexibility, personality clashes, feeling over- or under-extended. There is also often a disparity of power and responsibility. Pastoral issues or illness can also place strains on relationships.

When difficulties occur within the Ministry Team every effort should be made to address them and resolve them before they escalate. LLMs are encouraged to speak to their Incumbent, Area Representatives or Sub-Warden at an early stage.

When there are disagreements or disputes between LLM and Incumbent it is important to seek to resolve them swiftly and to avoid further resentment and difficulty and causing implications in the parish. In such a situation the following course of action can be followed:

- Identify the issue
- Agree a meeting which is prepared for with prayer and reflection
- In the period of preparation it may be helpful for either or both parties to talk over the issues with Sub-warden, Warden and or Rural Dean.

- If, after the meeting, the issue remains unresolved, either or both parties can agree to pass the matter for advice and mediation from the Warden who will work with the Director of Mission and Ministry and/or Archdeacon.
- Resolving Concerns, Complaints, and Grievances concerning LLMs.
- LLM Code of good ministerial practice

## Harassment and Bullying

Harassment and bullying behaviour in the church context can take many forms including public belittling, shouting, taking away roles without consultation, spiritual abuse or coercion or other physical or emotional humiliations. Harassment and bullying can make the conditions of ministry and church life miserable, impacting on mental health, as well as being demotivating.

Persistent bullying can produce trauma. It can make people feel exploited, powerless and want to take steps to avoid the bully, which may mean leaving. Our Diocesan policies aim to identify and tackle bullying wherever it takes place and to protect whistleblowers.

Sometimes, bullying behaviour can be unintentional. It is important therefore to create an ethos where any bullying behaviour is identified and named and where it is not allowed to become endemic, or persistent. When it has become unrelenting, it is important to challenge victim blaming, gas-lighting, or bully justification such as, ‘why can’t they grow a thicker skin?’. LLMs are in a position of leadership where they can help to tackle bullying and support those who are bullied.

You can find the Diocesan whistleblowing, complaints, bullying and harassment, and other policies on our website:

[elydiocese.org/our-life-as-a-diocese](http://elydiocese.org/our-life-as-a-diocese)

If an LLM feels bullied or harassed they need to:

- Keep a paper trail record of what is happening.
- Flag up what is happening swiftly by talking to either their Incumbent (if they are not involved), Area Representative, Sub-Warden, Warden or Director of Mission and Ministry.
- Ask for change, so that the bullying stops, and take the matter further up the leadership chain if this does not happen.
- Get support for the psychological and physical impact this will have. Sub-Wardens and Warden can give information of where to get such help.
- Draw support from the fellowship of other LLMs.
- A process of mediation will take place if it is required and action will be taken to resolve safe working conditions.

## **Transferring out of a Parish or Benefice**

There may be a number of reasons

why a transfer of LLM ministry to a new parish or benefice or specialism might be considered.

It could be that a new vocation or specialism has become apparent for an LLM which leads them to explore another parish or context.

Sometimes, it is the result of a breakdown in relationships. Where this is the case, and a transfer seems the only viable option, the LLM or Incumbent is to discuss the matter with the Sub-Warden and Warden, setting out the reasons why a transfer is needed, and any ideas about new spheres of ministry.

There should be a proper discussion about the transfer between the LLM and the Incumbent or supervising minister in the parish the LLM intends to leave. Agreement should be made about how to hand over immediate duties and responsibilities, as well as establishing the date on which ministry in that parish will cease. Every attempt should be made to do this harmoniously. If required, the Sub-Warden and/or Warden should be present at this discussion.

The Lay Ministry Team will work with the Warden and LLM to find another suitable parish where the LLM can exercise ministry if that is possible. If so, there will be discussions with a new Incumbent or supervision minister, the LLM and all other parties concerned and the agreement of the PCC may be required.

A new working agreement and any other helpful or necessary paperwork will also need to be drawn up to enable the transfer to take place. It should not be taken for granted that the right new context can definitely be provided or that it will happen straight away: it will take some time to organize a new setting, and sometimes a break from ministry may be more appropriate.

Once finalised, the Bishop's PA will arrange for the licence to be signed by the Bishop and the Warden will present it in the new parish.

## Disciplinary Procedures

In rare cases, where a serious disciplinary issue arises, the Bishop has the right to revoke a LLM's Licence. This will, of course, only be done in extreme circumstances and after discussion as appropriate. The procedure in these circumstances is set out in **Canon E6**, and includes a right of appeal to the Archbishop of Canterbury.

- [Disciplinary Procedure for LLMs](#)
- [Canon E6](#)



# Where LLMs feature in the Diocesan and National Structures

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## PCC Membership

LLMs are not automatically members of the PCC. The annual parochial church meeting must decide whether or not each LLM should be a member.

As an LLM you need to ensure that you are on the Electoral Roll of your parish. You are entitled to stand for election under the same conditions as other members of laity.

The Incumbent should give consideration to the best policy in this matter. It is appropriate that LLMs who exercise a ministry in a particular place should be represented on the PCC or other leadership forum.

However, where several LLMs serve on a Ministry Team, it is recommended that one LLM is asked to represent their colleagues on the PCC.

The PCC may choose to co-opt LLMs as an ex-officio member. This usually requires the approval of the annual parochial church meeting.

## Deanery Synod Membership

LLMs are not automatically members of the Deanery Synod. They need to be elected by the PCC as the Deanery Representative in order to be eligible. They are elected in the same way that other lay members of Deanery Synod are elected.

## Warden of LLMs Role

The Warden of LLMs has a key strategic role, overseeing the work and welfare of LLMs within the Diocese and working with the Lay Ministry Team to select, develop and equip LLMs in the diocese. They work closely with both the Mission & Ministry Department and alongside LLMs in their normal ministry. The Warden is very approachable and anyone seeking advice or support is very welcome to contact them.

### The Diocesan LLM Warden:

- Provides an important link between the Bishop, senior leadership team and LLMs.
- Promotes the work and profile of LLMs throughout the Diocese.
- With others, represents the Diocese at the Central Reader Council and other forums.
- Meets with the Sub-Wardens and the Lay Ministry training team.
- Offers pastoral oversight to LLMs, along with the Sub-Wardens, including celebrating good practice, and where appropriate giving advocacy, or holding LLMs to account.
- Encourages LLM work among the clergy, advocating and promoting good practice in the ministry of LLMs.
- Meets with the Lay Ministry training team to ensure that training complies with requirements of the Central Readers' Council and Archbishops' Council for Ministry.
- Acts as a key member of the LLM selection process, including overseeing any appeals by unsuccessful candidates.
- Meets LLMs in training at the start of training and, when possible, during their training.
- With the Lay Ministry team, gives final approval for candidates to be presented to the Bishop for admission, and oversees their Working Agreements.
- Contributes to the arrangements for Licensing Services.
- You can contact the Warden (currently Cathy Watts) at [catherine.watts@elydiocese.org](mailto:catherine.watts@elydiocese.org)

## Sub-Warden Role

There are four Sub-Wardens in the Diocese. They are appointed by the Bishop on the recommendation of the Lay Ministry Team. They work with and are overseen by the Warden and normally continue in office for five years, renewable for a further term of three years.

### The Sub-Warden role includes:

- Pastoral care and encouragement of LLMs in their area. Although the Incumbent has responsibility for the pastoral care of LLMs licensed in their parish/benefice, the Warden and Sub-Wardens also have a share in their pastoral care. The Rural Dean may also exercise pastoral care over all those in ministry in their Deanery.
- Meeting new LLMs in-person initially where appropriate in a relaxed setting. Keeping in touch on a regular basis, to nurture vocation and good practice.
- Holding area meeting every six months to support and network with LLMs (in person or on zoom).
- Sharing and celebrating diverse ministries.
- Working with the Bishop's Office to deliver licences and retirement certificates.
- Supporting the selection process of potential LLMs, and offer care to those not selected, with the Incumbent, if needed.
- Monitoring relationships between LLMs and Incumbents, being a listening ear, and flagging any issues as required to the Warden.
- Supporting the role of the Diocesan Warden.
- Attending Sub-Warden meetings, Board meetings, Away Days and Annual Licensing services
- Talking to Clergy Chapters, Deanery Synods, PCCs and congregations - to foster new vocations to Licensed Lay Ministry, to promote and celebrate good practice.
- Monitoring and responding to the Annual Review and Return.
- Supporting LLMs in training as they produce their first working agreement with their Incumbent.

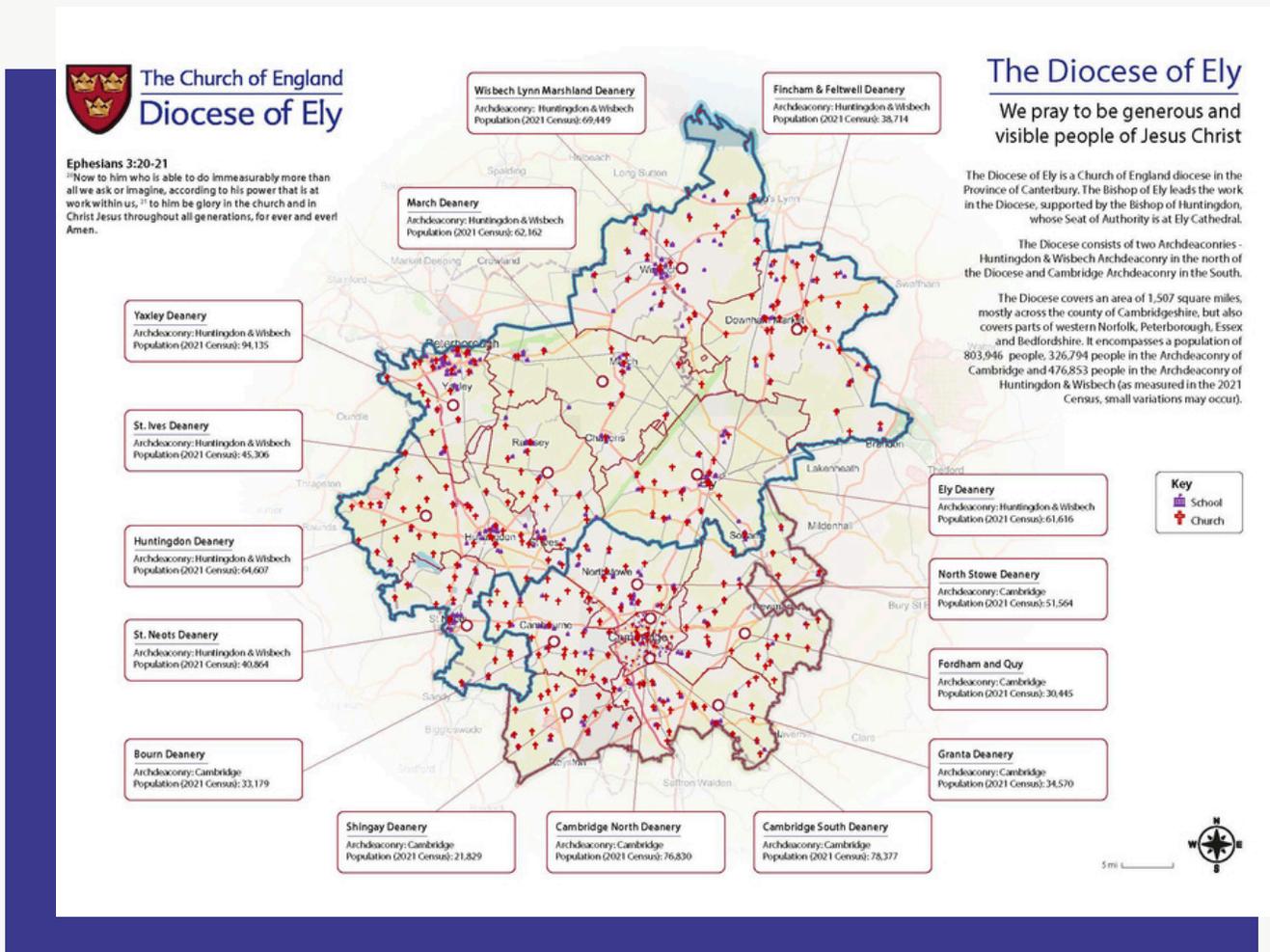
# Sub-Warden Areas

The Sub-Warden areas are:

- Cambridge North (comprising Deaneries of Cambridge North, North Stowe, and Fordham & Quy).
- Cambridge South (comprising Deaneries of Cambridge South, Bourn, Granta, and Shingay).
- Huntingdon (comprising Deaneries of Huntingdon, St Ives, St Neots, and Yaxley).
- Wisbech (comprising Deaneries of Wisbech Lynn Marshland, March, Fincham & Feltwell, and Ely).

## Interactive Diocesan and Deanery Maps

[elydiocese.org/about/structure](http://elydiocese.org/about/structure)



## Area Representative Role

In each of the Sub-Warden areas there are a number of Deaneries. Within each Sub-Warden area, there are three Area Representatives on the Diocesan LLM Board, who represent the LLMs in each Sub-Warden area.

### The Area Representative Role involves:

- Supporting the Sub-Wardens in fulfilling their role by sharing the pastoral care, training, and nurturing of the local LLMs.
- Attending LLM Board meetings, AGM, Annual Licensing, Study Days and working on any subcommittees as required.
- Communicating information to and from the LLM Board and making sure that those not reachable via email are kept in touch.
- Being aware of, and sharing information about, any developments in ministry, around their Sub-Warden area.
- Being familiar with the discernment and selection processes.
- Encouraging LLM vocation.



## The Diocesan LLM Board

The LLM Board's role is to develop, support and enhance the work of LLMs within the Diocese. The Board usually meets four times a year.

## The Chair of the LLM Board

The Chair, being an LLM, shall be elected from the Board and serves for a period of three years. A Chair-elect is elected in the final year to work alongside the Chair. It is the role of the Chair to act as public focus for LLMs within a Diocesan context, to be a champion for Licensed Lay Ministry and to promote working among all other forms of ministry within the Diocese.

### The Chair of the LLM Board Role involves:

- Chairing Board Meetings and the AGM.
- Writing the Annual Report for the AGM.
- Co-ordinating Board strategy related to mission, ministry, review and policy.
- Attending meetings, events and services that are pertinent to Licensed Lay Ministry and the life of the Association.



# The Registrar of the LLM Board

The Registrar is currently Mrs Elaine Levitt

The Registrar maintains and updates the Association's database of licensed LLMs and those in training and supports the Board in its administrative function.

## Membership of the LLM Board

- The Chair of the Board
- The Diocesan Warden of LLMs
- The Four Area Sub-wardens
- Two Area Representatives from each of the four Areas
- The Director of Mission and Ministry
- The Lay Development Officer
- The Lay Ministry Officer (LLM)
- The Registrar
- The Secretary (elected from among the LLMs, or co-opted in accordance with the constitution)
- The Treasurer (elected from among the LLMs, or co-opted in accordance with the constitution)
- The Bishop of Huntingdon



## National Central Readers' Council (CRC)

Central Readers' Council aims to support the recruitment, training, education and development of over 8,000 Readers (LLMs) in England and Wales. It's vision is:

*To resource Licensed Lay Ministers/Readers to enable everyday mission, teach the faith and contribute to leading in contemporary church and society.*

It's values are:

- **Informing** - good practice, new models (of teaching, mission and leadership)
- **Teaching** - modules, publications, online books etc
- **Motivating** - new ways of doing things, online learning

The CRC has Trustees and a Council of Reference which meet regularly to discuss current issues concerning LLMs. Working groups oversee their work in particular areas such as conferences and training.

<https://layministry.org.uk>



# Ministry Training and Development

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We are all on a journey through our faith and many different paths are available for that journey. Becoming a Licensed Lay Minister is a huge achievement - well done to everyone who reaches that goal. Learning and development doesn't stop at licensing - we are all challenged to continue to learn and grow in faith.

**Continuing Ministerial Development (CMD)** is available for all who hold the Bishop's Licence in the Diocese. All LLMs are required by the Bishop and Warden to continue their education, development and training alongside the clergy, through the various opportunities that are offered in the Diocese and through courses and conferences that take place elsewhere. This gives LLMs the opportunity to learn from all sorts of inspiring people that they might not encounter ordinarily. The fundamental purpose of CMD is to equip and develop the Church's ministers in order that they may stimulate and enable the whole Church to participate more fully in the mission of God in the world.

In particular, it must help ministers to:

- Discern and learn how to participate in God's mission in the world during the week not just on Sunday,
- build worshipping and ministering communities to live God's life and show it to the world,
- support and equip God's people for ministry and mission wherever they are,
- deepen their theological inquiry and openness to God's ever new ways of working,
- engage in reflective practice to understand better their own self, context and experience and that of others and better respond to their calling,
- help implement and support the Diocesan Strategy.

# Opportunities for Continuing Ministerial Development

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Each LLM is required by the Bishop to attend at least two CMD events per year. These could include Bishop's Study Days which LLMs can attend with their Ministry Teams: [elydiocese.org/study-days](http://elydiocese.org/study-days)

## Diocesan Opportunities

The Diocese of Ely values the hard work and commitment of all its ministers, both lay and ordained, and offers many opportunities for self-development. All courses taken up are recorded, helping the Diocese to ensure that we are taking advantage of the opportunities presented to develop our ministry.

## After-Licensing Training

Newly licensed LLMs are invited to continue training through attending a two-year programme, with sessions held twice per term. Further information on the modules on offer is available on the website:

[elydiocese.org/church-roles/llms](http://elydiocese.org/church-roles/llms)

## Study Days

Periodically the Diocese of Ely offers all clergy and lay ministers the opportunity to spend a day reflecting on theological or ecclesiastical topics. Recent study days have included Matthew's gospel and Church Law. Such days include the opportunity to learn and to network with people from across the whole of the Diocese. Places can be booked via the Diocese of Ely Training Portal: [elydatabase.org/events/mission\\_ministry](http://elydatabase.org/events/mission_ministry)



## Ministry Mailing

Each week, the Mission and Ministry department circulates a newsletter featuring resources for all. The resources might include talks, training courses, resources and more, many of which are available at no charge.

Alternatively, if you are aware of opportunities coming up and would like to share that information with others in the Diocese, please email the Ministry and Mission and Ministry and they will circulate the information more widely for you. Sign up for the weekly Ministry Mailing newsletter: [elydiocese.org/subscribe-to-the-ministry-newsletter](http://elydiocese.org/subscribe-to-the-ministry-newsletter)

## Central Readers Council (CRC)

CRC offers a number of courses to its members (LLMs). Some of these have been commissioned by CRC and others are being shared by their authors or originating dioceses in this hub: [layministry.org.uk/training-modules](http://layministry.org.uk/training-modules)

## Online Worship and Teaching

Online worship is now a challenge for churches across the world. If you are struggling to produce online worship or doing it but know you can do better, then this is the course for you.

Three one-hour units take you through both theory and practice. You can join an online community and get help from others wrestling with similar issues. You will hear from those leading worship online regularly and those who work in professional broadcasting. There are practical tips galore to make your streaming stand out and make an impact.

All you need to do is register and start the course at your own pace. God is reshaping the Church and it's up to us to catch up and move with him. <https://moodle.cofeportal.org>

# Transforming Ministry Website

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## Whole Life Preaching

Produced in partnership with the LICC, this 6-unit module explores the power of preaching for everyday life and is aimed at church preachers and teachers. The module explores how a focus on whole life disciple making can transform the way we preach: [transformingministry.co.uk/whole-life-preaching-module](http://transformingministry.co.uk/whole-life-preaching-module)

## Funeral Services

This module explains how to take a really good funeral service. It can be used by an individual as an introduction or a refresher course. There are also notes for facilitators so that it can be run as a group course over 2 x 2hr, or 4 x 1hr sessions: [transformingministry.co.uk/funeral-services](http://transformingministry.co.uk/funeral-services)



The CRC also recommends the following providers:

## **Continuing Ministerial Development materials by Professor Steve Moyise**

Steve Moyise is former Professor of New Testament at the University of Chichester and before that, Vice-Principal of the St Albans and Oxford Ministry Course. He has written a number of books on the Gospels, Paul and Revelation and his research subject is the use of the Old Testament in the New. He is now a Reader in Penistone (Diocese of Sheffield) and teaches on the regional ministry courses.

CRC recommends his YouTube channel, which has short talks on a number of scriptural topics: [youtube.com/channel/UCfY5QSmUheK8vHBYcSpDMLQ](https://www.youtube.com/channel/UCfY5QSmUheK8vHBYcSpDMLQ)

## **London Institute of Contemporary Christianity**

*‘All we do is shaped by the challenges and opportunities of the people we seek to serve...’*

Christians out in God’s world - in workplaces and all places; church leaders and their teams; people in their first decade after school or university, and the many people in all kinds of churches who want to make a difference for Christ in all of their lives.

LICC is dedicated to developing the biblical wisdom, cultural insights, stories and practical ideas that help people live out God’s word creatively, show and share his good news confidently, and make a positive contribution to the places in which they live, work and play.

LICC offer resources for personal or small group use, courses for people at different stages of their working lives, training days and learning hubs for church leaders, events, books, blogs, videos... and more to come.

<https://licc.org.uk>

## Open Christian Learning

Open Christian Learning is a new online portal for learning resources for the Diocese of Ely. Here, you will find resources to support your learning in evangelism, discipleship, mission, and ministry. We are beginning with a small selection of learning resources, but we have ambitious plans for developing many more over the next five years and beyond, including CMD resources for Licensed Lay Ministers: [ely.learn.anglican.org](http://ely.learn.anglican.org)

If you have any comments or ideas to share about what you'd like to see on Open Christian Learning, please email us at [learning@elydiocese.org](mailto:learning@elydiocese.org).

## Sunday Morning Resources

Our Sunday Morning Resources are available for use in churches, and for use at home for personal reflection or worship with those you live with. Based on the lectionary readings for the Sunday, each resource consists of a short reflection based on the Gospel reading. The homilies have been written by clergy and LLMs in the Diocese of Ely:

[elydiocese.org/sunday-morning-resources](http://elydiocese.org/sunday-morning-resources)



## Personal Study and ‘Sabbaticals’

LLMs are encouraged to take time out for study and to see other places as an opportunity for rest, renewal and recreation, away from normal parish or benefice commitments. This may take the form of visiting other churches for worship, undertaking a placement or reading a book.

As with other forms of ministry, it is recognised that sometimes LLMs need to step aside from regular ministerial duties and roles in order to refresh their spiritual and intellectual capacity and renew their resilience in ministry. After 10 years of ministry, any LLM can, with their Incumbent and PCC, consider having some time out for reflection, refreshment and further learning, often called a sabbatical. The shape and content of this may emerge from the annual review.

While there is no Diocesan provision to fund such sabbaticals, it would be reasonable for PCCs to consider whether, where possible, they can contribute to books or course fees.

Through the Warden of Readers, an LLM can apply for a grant towards further training from the Adam Mylands Fund which is held by the Central Readers’ Council.



# Useful Links

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## **Safeguarding Training**

<https://www.elydiocese.org/safeguarding-training-and-development/>

## **Diocesan Policies, procedures and guidance**

<https://www.elydiocese.org/about/our-life-as-a-diocese/>

## **Documents and information for LLMs**

<https://www.elydiocese.org/church-roles/llms/>

## **Training Booking Portal**

<https://elydatabase.org/events/>

## **Newsletter Sign-up**

<https://elydiocese.org/signup-to-our-eneewsletters/>

## **Diocesan and Deanery Maps**

<https://elydiocese.org/about/structure/>

## **Expenses claim form template**

<https://www.elydiocese.org/expenses-and-claims>