

IME Phase 2 Handbook



for Curates and Training Incumbents

2024 – 2025 Edition

IME Phase 2: Handbook for Curates and Training Incumbents

Contents

<u>Introduction</u>	3
<u>The Diocesan Training Framework for IME2</u>	5
<u>IME Phase 2 Training Training Days 2022-23</u>	9
<u>Year 1 (2024)</u>	10
<u>Year 2 (2023)</u>	13
<u>Year 3 (2022)</u>	16
<u>Formation & Training Days – all cohorts</u>	18
<u>Theology Café</u>	19
<u>Cluster Groups 2023-24</u>	20
<u>Petertide Ordinations 2025</u>	22
<u>Venues</u>	23
<u>Time Off</u>	24
<u>UKME Network</u>	25
<u>Learning Support</u>	26
<u>Ministry Placements during Curacy</u>	27
<u>Formation Qualities Assessment Framework for IME2</u>	29
<u>The Qualities</u>	30
<u>Interim Portfolio</u>	31
<u>Final Portfolio</u>	33
<u>Special considerations for SSM curates</u>	36
<u>IME2 Renewable Working Agreement / Training Agenda</u>	38

Introduction

Welcome to the new season of IME2 in the Diocese of Norwich! An especially warm welcome to our new deacons and very especially to those who have come to us from elsewhere in the country. The diocese has a tradition of warmth and hospitality to newcomers which, together with its stunning coastline, rural beauty and rich culture, make it a wonderful place to live, learn, worship and minister.

Your curacy is the second phase of Initial Ministerial Education (IME2) which complements and builds on the formation and training in IME Phase 1 at college or on a regional course, and the whole journey of discernment and selection itself.

Under Common Tenure legislation the curacy is a fixed-term post of three and a half years from the date of your ordination as deacon for training purposes under Regulation 29. This means there is an intentional purpose to your curacy, both in the work you do in your benefice under the supervision of your training incumbent (in particular), and in the wider diocesan framework for IME2. Please note that as an ordained minister in the Church of England for legal purposes you are an 'office holder' and not an employee. (Though like everyone else, you still have to pay tax on your stipend!)

Aims of IME2

Our work in IME2 is shaped and guided by the new Formation Qualities (p30) which echo and augment the new Shared Discernment Framework introduced in 2021 now used in selection for training. It is also shaped by the unfolding Diocesan Vision ('Transformed by Christ: Prayerful, Pastoral Prophetic'), the strategic priorities of which are firmly embedded in IME2 both in terms of content and in terms of the location and type of placements.

Our aims are:

- To strive for excellence in the delivery and content of our IME2 programme
- To develop and sustain the 'well-formed being' of each curate such that they will become and remain someone who clearly:
 - Shows love for God through infectious, life-giving faith; is rooted in scripture; engaged with the world; is prayerful, pastoral & prophetic
 - Grows in their personal discipleship; understands and inhabits the riches of their tradition; understands the public and representative nature of their role; is grounded in a continuing exploration of their call to priestly ministry
 - Welcomes others with empathy and compassion; is collaborative and self-aware
 - Is reflexive and open to lifelong learning; develops prophetic and risk-taking leadership skills focussed on enabling others; shows stability, maturity and integrity
 - Fruitfully embraces difference; leads others in discipleship; shows resilience and stamina
 - Is able to manage change; can see the big picture; is entrepreneurial and imaginative in enabling mission;
 - Is trustworthy; holds 'safe space' for a community.

In addition to the Licence received at ordination, curates should receive a Letter of Appointment from the Bishop and a Statement of Particulars. These documents outline the parameters of the appointment and

any specific requirements for the period of the curacy. The Statement of Particulars also outlines the basic expectations which curates may have of the Diocese and the Church of England while they serve in this post.

Stipendiary Ministry & Self-Supporting Ministry

In our diocese SMs & SSMs are valued equally as called by God to a way of life set aside for ministry. However we recognise that SSMs have different callings on their time and that most of the sessions provided for full-time stipendiary curates occur during the working day. Therefore whilst stipendiary full-time curates are **expected to attend all training sessions as detailed in this handbook**, we are moving towards a more differentiated programme for Self-supporting curates. It is essential that **all Self-supporting curates** make an appointment with the DDO early in September each year to create a programme that ensures engagement with IME2 in a manner tailored to individual development needs and availabilities.

The Director of IME2

The DDO & IME2 role is to co-ordinate and direct the various partnerships that underlie curates' training and formation in IME2. I am answerable to the Sponsoring Bishop for Ministry for the development and monitoring of your progress in formation. I also report on your progress to your area bishop who will want to have meetings with you at set points in your formation process. I am available to advise, help and support both training incumbents and curates in their work together.

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“What must we do to perform the works of God?”

There is plenty to be done in Christian ministry. We are after all urged to be ‘doers of the word’ (James 1.23). However, John’s Gospel frames the answer to the question posed by a crowd of recently-fed eager seekers after the kingdom of God in terms of a relationship with Jesus himself: “This is the work of God, that you believe in him whom he has sent.” (John 6.29) The works you do in God’s name as a Christian minister all follow from the centrality of your trust and belief in and dependence upon the living, resurrected reality of Jesus himself.

Well-formed Being

The IME2 programme is designed with the aim of supporting you as you go **deeper into that reality** and **integrate all your actions** within it. It aims to give you time and space in which your being may be **‘well-formed’**. What does this mean? You will be used by now to the often-quoted distinction between **being** and **doing**. You will have been urged, or perhaps invited, to ensure that you take plenty of time to ‘be’ – to be still before God, to be and enjoy being a child of God, to model ‘being’ to others. You will know that the constant demands of ministry will often make you feel that you are forced – tempted? – to do things at the expense of your being. ‘Well-formed being’ brings your formation together with the concept of well-being and gives them both a **theological focus**. Actors are trained to act out of their ‘centre’ – the location in the body where their energy is concentrated – and you will be encouraged – trained – invited - to act out of the centre of your being, which is **Christ**.

When your actions are integrated with your being in this way, there is a tremendous sense of liberation. Under the **‘righteous rule’** of God (sometimes referred to as the Kingdom of God), your being is free to concentrate on fellowship with God and with others, and to focus your action on cooperating with what God is doing in His world. **Caring for yourself**, nurturing and nourishing yourself through prayer, study, exercise, good diet, proper rest and social interaction, should be seen in this light – it is not self-indulgence at the expense of others but a **grateful response** to the gift of life in Christ that has been given to you by your Creator. Just as we are called to care for the world, its environment and people, as a sign of gratitude for the gift of it, so we are called to tend to our own being. Your well-formed being then also becomes **a gift for others and a sign of God’s righteous rule**. Learning the **balance** between **care of self and care of others**, learning **resilience**, learning **self-control**, building **stamina**, building **self-awareness**, understanding **how others perceive you**, handling **conflict** well, are all part of the process of what former Archbishop Rowan Williams called **God’s campaign for a better humanity**. The IME2 programme, structured around the **Seven Qualities**, therefore gives due emphasis to this **dispositional** aspect of your formation. Curacy is above all a time for **exploration** and **experimentation**, indeed for **playfulness**, reflecting the **creative and playful** nature of the Spirit of God; it is a time to be **brave** and **take risks**, to expand your limits and find out what God can make you capable of, knowing that sometimes things will not work out as expected. God is after all a God of surprises, quite capable of leaping over the walls within which we sometimes try to confine Him!

There is knowledge to be acquired, there are skills to be developed, capacities to be expanded, qualities to be deepened. All of these are outward expressions of the work God has been doing, is doing and will continue to do in you as you are renewed, transformed and conformed with the person of Jesus. Expect great things to flow from this!

Curacy as Covenant

Your curacy is an integral part of your Initial Ministerial Education. IME Phase 2 is a covenant between four main parties: the curate, the incumbent, the parish and the diocese. These represent all the wider stakeholders in a curate's training and development, including the curate's family, the congregation/s, the wider community and the wider Church.

The Diocesan Vision

The **Diocesan Vision** and its **strategic priorities** will continue to have an increasing impact on the content and style of the IME2 programme. With the recent announcement of eight strategic project areas to take forward the Diocesan Vision, the IME2 programme has embedded a number of elements to train and equip all curates to support the implementation of this vision into the future. Specific elements are: **schools and young people** ministry in Year 1, the **ABCD project** and **leadership training** in Years 2 & 3. Additionally the themes of ministry and mission in proximity to economic deprivation and protection of the environment are threaded through the programme. All curates should therefore familiarise themselves with the latest iterations of the Diocesan Vision which may be found on the [diocesan website](#).

Assessment

The process of assessment is based on the framework of the **Seven Qualities**. It is evidence-based and requires you to demonstrate the extent to which you inhabit each of the qualities. From the outset, curates are building a **Ministry Portfolio (p31)** which forms the basis for their [Interim](#) and [Final](#) Assessment which will take place in **August / September of Year 2** and **November to January of Year 3** respectively. The Ministry Portfolio offers evidence of the curate's development in ministry, in particular through informed **reflective practice** rooted in the context, triangulated against references and reports from others, as they learn to inhabit the role and identity of someone who is called to ordained ministry. Whilst a creative approach to the portfolio is positively encouraged, it is essential that it is able to provide **evidence** of how curates **inhabit** each of the **seven qualities** across the dimensions of **Christ, Church, World & Self**.

Training Incumbents will be expected to provide a Final Report using the new Assessment process which sets out each of the descriptors of what it looks like to inhabit a particular quality. This report **must be included with the portfolio** before sign-off meetings can take place. The templates and associated Qualities grid are provided to TIs at the beginning of each year, but it **remains the responsibility of the curate** to ensure that the TI report is provided as part of the interim and final portfolio.

The Formation Assessment for IME2 assumes that **15% of working time** is set aside for training, study and Portfolio work. For full-time curates, this equates to approximately one full day of an approximately six-day week. However, it is probably more helpful to see it as a proportion of a full year. Allowing for hours taken for **training and study days, cluster groups and Theology Café**, curates will still need the equivalent of **a morning each week (or a day each fortnight)** to give proper attention to their Ministry Portfolio.

Each diocese is responsible under its bishop for how it organises and delivers the requirements of IME Phase 2; however, the framework and expectations are those of the whole Church. **Curates will not be able to move to a post in this or another diocese unless they can demonstrate by a 'signing off' letter from their bishop that they have satisfactorily inhabited the Formation Qualities which mark the fulfilment of IME Phase 2.**

Signing Off

Signing-off meetings with area bishops start in November of **Year 3**. This gives a period of up to a year before the curacy formally ends. Only under **special circumstances** will the bishop agree to extend this period beyond the end-date specified in the Statement of Particulars. Curates **may not apply for a post** in the diocese or elsewhere until they have had such a meeting. However, the signing off letter will always state that any subsequent offer of a post will **always be subject to completion of the IME2 programme** which extends through to May of Year 3. In practice therefore curates should not expect to be moving into a new post without having either **completed the programme** or making a **firm commitment** to complete the programme.

The diocesan framework for IME Phase 2 includes:

- **Training and induction specific to each cohort**

For [Year 1 curates](#) this includes an introductory briefing on curacy and training shortly after ordination as deacon. Schools ministry, including a four-day school placement, is a primary focus of the year. We are also paying particular attention to supporting the Incumbent / Curate relationship through a series of sessions on Working & Learning Together. Training is provided on Funeral & Bereavement ministry, Marriage Preparation and preparing to preside at the Eucharist. The emphasis is on the transition into the new role and identity of an ordained minister, together with the other transitions which stipendiary curates in particular will experience.

The [Year 2 programme](#) is developmental, with a particular emphasis on the resilience needed in ministry and involves further work with Curates and Incumbents together. It incorporates a session on Christian Leadership as preparation for the Leadership module in Year 3 and it sees the start of the longitudinal ABCD Project which continues to the end of curacy. It also includes some sessions with Year 3 curates.

The [Year 3 programme](#) focuses on leadership and on preparation for the next phase of ministry, in whatever context that may be.

- **All-Cohorts Training Days**

Full-time curates are expected to attend the two IME2 [Training Days](#) arranged for all cohorts. One explores 'Eco-Church' and missional leadership. The other, **Finding the Truth in Usable Form**, complements the **Wisdom for Ministry** strand, and involves body awareness, drama games, scenarios and role-play.

- Full-time curates may also choose to attend **two additional** days chosen from other providers (including the diocese and/or cathedral) and could include a conference. Please seek guidance from the DDO. Curates working part-time should aim for at least a proportionate number of days, by agreement with the DDO.

- **Curate cluster groups**

Curates are organised into [cluster groups](#) made up of 8-9 curates of all cohorts and categories with a facilitator. The focus is on shared reflection on the experience of ministry, and 'vicarious learning' by connecting with the contexts and experience of others. This will be enabled through the use of **Action Learning Sets**, a method of sharing and resolving real-world problems and issues in a supportive context. Cluster groups meet six times in each year from September to July, each time hosted by a different member and nearly always involving food. Where possible cluster groups meet during the working day, but some groups meet during the evening to accommodate

curates in other employment. There is time for less structured conversation and prayer together. One semester will also be devoted to study of a contemporary theological book.

Feedback

A healthy learning culture involves an open and honest feedback process. We regard the giving of constructive feedback by curates as both a vital part of their formation and a means by which the IME2 programme can be assured of being fit for purpose. While bishops and the DDO & IME2 may wish to give specific feedback to curates from time to time, and certainly during interim and final portfolio assessment interviews, the process must be two-way in order to build a properly reflexive culture in which respectful and constructive feedback is one of the nutrients of growth.

Therefore all curates are asked to ensure that they provide feedback on all IME2 sessions they attend. A feedback process designed to help you think constructively about the quality of the learning in each session will be carefully monitored in order for us to improve the quality of the programme and ensure learning aims are met.

Supervision

Much of your learning will take place in the parish context and your regular supervision periods with your TI are an extremely important context in which to receive and give respectful and constructive feedback. The notes from these sessions, with spaces for **reflection from both curate and TI form the central core of your final portfolio** and are a means of ensuring that the working relationship is healthy and on track. Of course a healthy relationship will sometimes include times of tension and the supervision record is an important means by which issues are flagged and anticipated in order that they can be worked through and resolved.

If any such tensions do appear **an early conversation** with the DDO is recommended and can be initiated by either party.

Etiquette

As members of a mutually respectful, professional learning community it is essential that we build trust by listening well, accepting difference and being prepared to learn from it, especially in areas which cut across contested topics and issues. It is also important to understand that everyone has their own style of learning and of self-expression and should feel safe enough and free enough to explore all round an issue without the discouragement of feeling criticised. Remember that your engagement with your learning, the level and manner of participation, form part of the evidence used to assess the extent to which you are seen to inhabit the Seven Qualities.

During IME2 sessions it is very helpful if everyone contributes to setting up and clearing up the learning space and housekeeping areas. To avoid misunderstanding, please set your mobiles to silent and refrain from taking calls or answering messages during sessions. If you know that you are likely to be receiving an important or emergency call during a session, **please inform the DDO** or, in his absence, the leader of the session, **in advance**.

IME Phase 2 Training Days 2024-25

Except where otherwise specified, the following events are for curates only (ordained ministers in IME Phase 2). **Year 1 & Year 2 Working & Learning Together** sessions & **Year 2 Resilience** sessions are for **TIs and curates together**.

Expectations

In 2024-25, full-time curates are expected to attend: **all** cohort-specific training; the equivalent of **four** Formation and Training Days (including the two non-optional days in this programme); the Theological Study day; their designated **cluster group**. SSM curates are invited to participate when available. We are moving to a more **differentiated** approach to SSM training. **Please seek an early interview with the DDO to agree a suitable programme pathway**. Please note also that you should discuss the programme with your **Training Incumbent** and that it should form part of your **Working Agreement**.

Absences

It is recognised that there are sometimes valid and compelling reasons why it may not be possible to attend a particular training event. Such reasons might be: **illness or family illness or other emergency** situations. Please **speak to the DDO** (and your cluster group leader if it relates to your cluster group) **in advance** if this may apply to you at any time. **A clash with parish activities or other projects does not constitute a valid and compelling reason**. To avoid misunderstanding, disappointment and possible unpleasantness when permission is refused, **please do not accept invitations or plan parish events which clash with IME2 sessions**. In particular **we do not appreciate** hearing a few days in advance that you cannot attend due to having booked a holiday. We do appreciate that you need holidays but please book them **well in advance** and **with the IME2 schedule in mind**. Please discuss any potential issues **well in advance** with the DDO.

You will receive a cohort-specific form which asks you to confirm your attendance at cohort-specific arrangements and your study / all-cohort training days. **Please return this as soon as possible to Margaret Mallett. We will record your attendance at each session and it will form part of your training log in your interim and final portfolios.**

Please note that lunch is provided for all physically gathered events running beyond 13.00.

We aim to make all events 'in person' except where specified. Some sessions may be hybrid to allow for remote input. **Only in exceptional circumstances and by prior arrangement with the DDO** will curates be able to use Zoom to attend hybrid sessions.

1. Getting Started in Curacy and IME 2

Tuesday 2 July 10.00 – 15.30

VENUE: Diocesan House

With Michael Fox, Jane Keeton (Diocesan Counsellor)

This session draws the new cohort together for the first time after the ordination. An opportunity to articulate hopes and aims for curacy, to outline the framework for your training and formation; and wisdom for the first 100 days and beyond.

2. Working and Learning Together 1: Working Partnerships

For curates **and incumbents**

Tuesday 10 September 09.30-13.00

VENUE: ZOOM

With Michael Fox, Jane Keeton (Diocesan Counsellor)

Curates have now completed their first two months in their title post, and curates and incumbents have some experience of working together. What have we learnt so far? We explore the nature of fruitful working partnerships, look further at supervision, and look ahead in preparation for the second part of this programme. The session is held on Zoom to enable secure and confidential conversations between curate and incumbent. If your incumbent is unable to attend, **please inform the DDO immediately.**

3. Working with Schools 1: RE and Collective Worship

Tuesday 24 September 10.00-15.30

VENUE: Diocesan House

With members of the Diocesan Education Dept

A brief introduction to working with schools as a curate, and the scope of the education department within the Diocese. The focus will be the legal requirements and best practice for collective worship and RE and how this might shape your own involvement.

4. The Portfolio As Spiritual Practice

Thursday 3 October 9.30 – 13.00

VENUE: Diocesan House

With Michael Fox

This morning we will get to grips with what you will need for your Interim Portfolio (to be submitted by 31 August 2025), with particular emphasis on approaches to providing evidence of your development.

We will also look at how theological reflection can be interwoven with creative approaches to spirituality and discipleship.

5. Working with Schools 2: Partnership & Mission / Preparing for Placement

Wednesday 20 November 10.00 – 15.30

VENUE: Jerningham Room, Costessey Centre

With members of the Diocesan Education Team

During the morning session you receive perspectives on opportunities for partnership and mission from both clergy and a Headteacher. After lunch we will turn our attention to the specifics of the Year 1 schools placement and think about how you will prepare in order to get the most from the experience. There will also be a contribution from a seasoned curate.

6. Working and Learning Together 2: Team working: developing awareness of self & others using Gilmore-Fraleigh

Thursday 05 December 10.00 – 15.30

VENUE: Diocesan House

For curates **and incumbents**

With Ruth Adams

Positive working relationships are essential both to the health and flourishing of individuals in teams and to the organisation as a whole. Gilmore-Fraleigh is a tool to explore your personal communication style under both calm and stormy conditions and offers insights into how you can use the understanding to develop self-awareness and awareness of the styles of others

In advance of our session, you will be asked to complete a short questionnaire. This will form the basis of the workshop and will hopefully offer you a simple but useful tool in building a stronger working relationship.

7. Funeral & Bereavement Ministry

Tuesday 14 January 10.00 – 15.30

VENUE: Diocesan House

How do we minister to the bereaved sensitively and appropriately? How do we give hope in the midst of lament? Who or what is a funeral service for? What should be in it? A chance to look at the pastoral, theological and practical implications of bereavement ministry.

8. Schools Placement Fortnight

Monday 20 January to Friday 31 January

Each curate will undertake a 4-day placement in a school within the period. Under special circumstances other types of placement may be available in consultation with the DDO.

9. Schools 3: Reflection and Feedback

Thursday 13 February 09.30 – 13.00

VENUE: Diocesan House

With Michael Fox and the Diocesan Education Team

A chance to reflect back on experience gained and share wisdom and learning for future engagement with schools ministry.

10. Working and Learning Together 3: The Art of Effective Conversations

Thursday 13 March 09.30 - 13.00

VENUE: Diocesan House

For curates **and incumbents**

Led by Archdeacon Keith James

How can our conversations build trust and purpose in the working partnership between incumbents and curate? Using some simple principles drawn from coaching we will learn and practise a way of having more effective and purposeful conversations – where something useful is known at the end that was not known at the beginning.

11. Wisdom for Ministry

Thursday 10 April 10.00 – 15.30

VENUE: St Luke's New Catton

Led by Michael Fox with Revd Margaret McPhee & Helen Norris

This session complements the 'Finding the Self' days exploring interpersonal dynamics in the context of the parish. Ministers are constantly required to juggle issues of power, vulnerability and status, communication and self-control in both public and private settings. We look in greater depth at the 'qualities' which now underpin formation in curacy and use them to reflect theologically on material generated by our raw experience.

The sessions are intended to provide a way into inhabiting the life of a minister envisaged in the revised [Guidelines for the Professional Conduct of the Clergy](#) (2015) which offer 'a spiritual and pastoral framework for a lifetime's vocation and ministry as servants of Jesus Christ' based on the scriptures and the ordination services.

12. Preparing to Preside

Wednesday 14 May 10.00 – 13.00

VENUE: Norwich Cathedral

Led by Canon Aidan Platten, Canon Precentor

A morning of personal preparation which will include practical and theological reflection on presiding at Holy Communion.

13. Theological Study Day (All cohorts)

Thursday 22 May 10.00 – 15.30

VENUE: TBA

A deep-dive into biblical study to throw light on a theological topic .

14. Marriage: Legal, Pastoral, Missional

Tuesday 10 June 09.30-13.00

VENUE: Diocesan House

Diocesan Registrar, Margaret McPhee, Sally Theakston

We will look at the pastoral and missional opportunities in marriage ministry, different approaches to marriage preparation and continuing contact, and especially what you need to know as legal practitioners in the light of recent legislative changes. You'll meet a real live Marriage Surrogate and have a look at the marriage service itself.

1. Marriage: Legal, Pastoral, Missional

Thursday 05 September 09.30-13.00

VENUE: St. Thomas, Norwich

Diocesan Registrar, Margaret McPhee, Sally Theakston

We will look at the pastoral and missional opportunities in marriage ministry, different approaches to marriage preparation and continuing contact, and especially what you need to know as legal practitioners in the light of recent legislative changes. You'll meet a real live Marriage Surrogate and have a look at the marriage service itself.

2. Working & Learning Together: Taking the Pulse

Thursday 10 October 09.30 - 13.00

VENUE: St Luke, New Catton

For curates **and incumbents**

With Michael Fox

The focus is on deepening and developing the working partnership between curate and incumbent in this middle phase of curacy. We will look first at what makes for a healthy working relationship, then apply some principles to a review of the past 12-15 months: how has the partnership changed? Have our structures and supervisions kept pace to reflect that change? What do we need to change or put in place now to ensure we arrive where we need to be at the end of curacy? We will include some feedback scenarios which will help in the practice of the communication principles introduced.

3. Asset-Based Community Development

Tuesday 26 November 10.00 – 15.30

VENUE: Diocesan House

This session introduces the central missional element of the remainder of the programme: the second year partnership project, which extends right to the end of curacy. Using the principles and tools of Asset-Based Community Development (ABCD), you will identify local community opportunities, potential partners and resource requirements and begin planning a project which will be partnership-based and be sustainable beyond your own relationship to the project. This will form an important part of your final portfolio. The project should be separate from existing projects with which your church is involved and will from the outset engage you in negotiations with your TI and PCC as well as outside agencies. We will think through the theological implications of the model and compare with Deficit-Based Community Development models.

4. Developing Resilience 1

Thursday 28 November 10.00 - 15.30

VENUE: Diocesan House

For curates **and incumbents**

Led by James Lawrence, Church Pastoral Aid Society

A key part of the Year 2 programme! Ministry is demanding, and whilst clergy generally report high levels of satisfaction in their roles, stress and emotional exhaustion are also a familiar reality. Amidst all that is written about human flourishing, well-being and resilience, how do we as clergy engage with the specific demands of our role?

In this module across two separate days, we invite curates with their incumbents to work together on developing resilience. Each separate session builds on the previous one to explore development in resilience, drawing on ancient wisdom and contemporary insights.

James Lawrence is Leadership Principal at CPAS. He teaches and writes on issues of leadership and mission in the Church today. For the last 20 years he has worked with clergy in the area of resilience, yet the bigger challenge has been working personally on his own struggles in this area for over 30 years since ordination.

1. Mission and Ministry with Children, Youth and Families

Wednesday 22 January 10.00-15.30

VENUE: Diocesan House

With members of the Children, Youth & Families Team and a Mission Enabler

This day will explore the current landscape for working with children and young people in church and the community, including the role of the family in faith development; child development and spiritual development; how to support faith in young people and families; and how to build links with young people in the community and in school. In the afternoon we will look more generally at the art of Mission Enablement and its importance for all ministers.

2. Resilience 2

Tuesday 11 February 10.00 – 15.30

VENUE: Diocesan House

For curates **and incumbents**

Led by James Lawrence, Church Pastoral Aid Society

Part two of the Resilience module which extends the understanding derived from the first session.

3. Wisdom for Ministry

Tuesday 11 March 10.00 - 1530

VENUE: St. Luke's New Catton

Led by Michael Fox with Revd Margaret McPhee & Helen Norris

This session complements the 'Improvisational Wisdom' day exploring interpersonal dynamics in the context of the parish. Ministers are constantly required to juggle issues of power, vulnerability and status, communication and self-control in both public and private settings. We look in greater depth at the 'qualities grid' which now underpins formation in curacy and use them to reflect theologically on material generated by our raw experience.

The sessions are intended to provide a way into inhabiting the life of a minister envisaged in the revised [Guidelines for the Professional Conduct of the Clergy](#) (2015) which offer 'a spiritual and pastoral framework for a lifetime's vocation and ministry as servants of Jesus Christ' based on the scriptures and the ordination services.

4. Introduction to Leadership

Tuesday 06 May 10.00 – 15.30

VENUE: Diocesan House

Introductory session looking ahead to the Year 3 Leadership module. Servant-leadership lies at the core of ordained ministry. We will reflect theologically and practically on what this looks like and will look at our own leadership style and experience.

5. Theological Study Day (All Cohorts)

Thursday 22 May 10.00 – 15.30

VENUE: TBA

A deep-dive into biblical study to throw light on a theological topic.

Year Three

1. PCCs and APCM: legal, fruitful and missional

Thursday 12 September 09.30 - 13.00

VENUE: Diocesan House

Led by Michael Fox

How do you run a purposeful meeting which takes account of opposing views, avoids disruption, and takes good decisions with clear, actionable outcomes? What is the function of the Annual Church Meeting and the Annual Parish Council Meeting? What are the legal bits you need to know about and to get right?

2. Leadership 1

Tuesday 08 October 10.00 – 15.30

VENUE: Diocesan House

Led by Michael Fox

The cornerstone of Year 3 training: introducing person-centred leadership. Ministry involves leadership in multiple dimensions and the ability to inhabit multiple levels and apply multiple models appropriate to different contexts: collaborative and dispersed models of leadership; enabling leadership; servant leadership; leading from the second chair; leading in calm; leading in storm; leading change; challenging others; surfacing conflict; inspiring others. What are the personal qualities you need to inhabit and what are the personal resources you need to survive and thrive?

3. Moving On in Ministry: New Frontiers!

Thursday 17 October 10.00 – 15.30

VENUE: St Luke's New Catton

With Michael Fox

What are you going to go next? This session helps you navigate your next steps in ministry; how the Church of England set-up works; how to read a parish profile; how to put together your application; how to approach an interview ...

4. ABCD Presentations

Tuesday 05 November 10.00 – 15.30

VENUE: Diocesan House

The finale of your ABCD Project! The session aims to ensure that your project is documented and ready to be incorporated into your portfolio prior to sign-off. It will also give the chance to share wisdom and to think about next steps in the life of the project.

5. Leadership 2

Wednesday 11 December 10.00 – 15.30

VENUE: Diocesan House

Led by Michael Fox

Part two of the Leadership series extends our understanding of leadership styles in the context of the model previously offered and applies these to issues of leadership in mission and church

development. We look at the obstacles and threats to your leadership, both inward and outward: how to recognize and respond to 'adaptive challenges' and keep your vision on track.

6. Leadership 3

Wednesday 26 February 10.00 – 15.30

VENUE: Diocesan House

Led by Michael Fox

In this final session we consider how you will take forward your own development as a leader, paying particular attention to skills in developing a shared vision.

7. Wisdom for Ministry

Tuesday 08 April 10.00 – 15.30

VENUE: St Luke's, New Catton

Led by Michael Fox and Revd Margaret McPhee & Helen Norris

This session complements the 'Improvisational Wisdom' training day exploring interpersonal dynamics in the context of the parish. Ministers are constantly required to juggle issues of power, vulnerability and status, communication and self-control in both public and private settings. We look in greater depth at the 'qualities grid' which now underpins formation in curacy and use them to reflect theologically on material generated by our raw experience.

The sessions are intended to provide a way into inhabiting the life of a minister envisaged in the revised [Guidelines for the Professional Conduct of the Clergy](#) (2015) which offer 'a spiritual and pastoral framework for a lifetime's vocation and ministry as servants of Jesus Christ' based on the scriptures and the ordination services.

8. Theological Study Day (All Cohorts)

Thursday 22 May 10.00 – 15.30

VENUE: TBA

A deep-dive into biblical study to throw light on a theological topic.

Study and Training Days – all cohorts

Full-time curates in Years 1 & 2 should attend the **two** Full-Cohort Training Days below. This leaves you some discretion over **two** other training day that you may seek from other providers. The Bishop's Office may be able to help with funding for discretionary options.

- **Day 1: 'Performing the Self' (NB: Optional for Yr 3)**

Thursday 14 November 09.30 - 15.30

VENUE: St Luke's New Catton

With Michael Fox & Eluned Owen

As part of the **Wisdom For Ministry** strand, we are continuing with a training day on interpersonal dynamics which complements the work done in this area and on professional guidelines for clergy within your own cohort. The day will focus on body awareness, breath control and voicework, moving into Forum Theatre techniques in the afternoon. It will involve improvisation, games, drama exercises and fun!

Christian ministers are expected to inhabit and exhibit certain qualities which together reflect and represent the character of Christ. Whilst there is quite rightly an emphasis on being 'authentic' – owning a sense of a 'real self' which you are willing to share with others – there is always a public and performative aspect to ministry. There is a gap – a necessary gap – between one's interiority with its constant flux of emotion, perception and thinking, and the presentation of the self to others through tone, expression, body language and behaviour. In many contexts it would be inappropriate to be too 'authentic'!

This 'playday' workshop aims to provide a safe and confidential space – a 'sandpit' – in which to explore the lived experience of interpersonal and group dynamics in the context of ministry. It allows you to be playful – an important characteristic of well-being – whilst allowing you to explore serious matters without the fear or anxiety of being judged.

The first part of the workshop will offer you some techniques and exercises which can be practiced alone (breathing, centring) and the chance to practise latent skills (listening, observing, remembering, describing). The second part will use Forum Theatre techniques and games, giving participants the opportunity to put their skills into practice in role-play scenarios.

It would be very helpful for participants to have read in advance *Improvisation: The Drama of Christian Ethics* by Samuel Wells (SPCK, 2004).

- **Day 2: Eco Church**

Tuesday 25 March 09.30 - 15.30

VENUE: TBA

Led by the Diocesan Eco Church Team

Many churches are now part of the EcoChurch programme and are finding increasingly active and innovative ways to live out the 5th Mark of Mission. We will look at the theological underpinnings as well as practical projects and think about how we as leaders can release the full potential of mission in this area. We will also think about connections between the 4th & 5th Marks of Mission and ask how we can stand up nationally and internationally for those affected by injustice relating to climate change.

Theology Café

“One does not experience without the activity of questioning” (Hans-Georg Gadamer)

“A theologian is a curator of good questions” (Robin Kirkpatrick)

A programme (**optional in Year 3**) to encourage good theological conversation or ‘God Talk’. Whether Practical, Missiological, Ecclesiological or Systematic is your theological thing; whether you are passionate about Patristics or bold about Biblical Studies; enjoy a good argument or are just curious about what some of these words mean – Theology Café is up your street.

Some curates have particular research interests they might like to share*, others may simply wish to extend their thinking on a particular topic or to hold an idea up to enquiry.

The aim is to foster theological depth, curiosity and openness to questions, respect for the opinions of others and to resource our ministerial development.

There will be two sessions a semester - each session will have a main topic with the opportunity for some reading in advance. Sessions will be a mixture of ‘in person’ and on Zoom.

Theology Café is delivered in association with Norwich Cathedral Chapter and Library.

Schedule :

Session 1:	01/10/24	Cathedral: 3.30pm
Session 2:	21/11/24	Zoom: 7.00pm
Session 3:	16/01/25	Cathedral: 10.30am
Session 4:	27/03/25	Zoom: 7.00pm
Session 5:	08/05/25	Cathedral: 3.30pm

*If you would like to give a short paper, chair a discussion on a particular topic or introduce and review a book for further discussion, please contact the DDO ASAP.

Cluster Groups 2024-25

Curates are organised into cluster groups made up of curates of all cohorts and categories with a facilitator. The purpose is to foster personal formation and professional development in ministry. We aim to make the groups focused and intentional by using a light form of **Action Learning Sets**. This is a means of drawing out the 'wisdom in the room' whilst actively developing trust within groups. At each meeting members bring an issue or problem to the group. One issue is selected and the group works to find a practical, achievable solution with clear action points. Progress is reviewed at the following meeting before moving on to a new problem.

For 2024-25 there will be at six meetings starting in September. Where possible cluster groups will meet during the working day, but sometimes during the evening or weekend **to accommodate those in other employment**. There will be time for less structured conversation and prayer together.

Cluster groups are formed regionally as far as is possible, but we also aim for diversity...

Your cluster leader will be in touch to arrange the date of your first meeting. As with other aspects of IME2, if there is any date you think you cannot make, you should seek advice in advance from the DDO **and** your cluster leader. A *fait accompli* or (except in a genuine church or family emergency) last-minute apology is not acceptable.

Schedule

Week beginning
16/09/2024
04/11/2024
03/02/2025
17/03/2025
28/04/2025
02/06/2025

Cluster Group Allocation

TBA			Graham Wilkins			Matthew Price		
Name	Cat	Year	Name	Cat	Year	Name	Cat	Year
Charlotte Eagles	SM	2024	Jonathan Richardson	SM	2024	Jamie Wyllie	SM	2024
Iain Grant	SSM	2024	Rachel Hayden	SM	2022	Melissa Snell	SM	2024
Alastair Gledhill	SM	2023	Fiona Munn	SM	2023	Kirsty Long	SM	2023
Josh Whitnall	SM	2023	Karl Ross	SM	2023	Liz Dawes	SM	2023
John Wigfield	SSM	2022	Naomi Tuma	SM	2022	Natalie Rees	SM	2022
Sarah de Bats	SM	2022	Cheryl Ramballi	SSM	2022	Julian Bryant	SM	2022
Sally McCubbin	SM	2022	Sam Luscombe	SM	2022	James Shelton	SM	2022

Petertide Ordinations 2025

Schedule:

Ordination Rehearsals

Tuesday 24th June 2025

Venue: Norwich Cathedral

Priests: 10.30am

Deacons: 11.15am

Oaths & Declarations

Tuesday 24th June 2025

Venue: Bishop's House / Garden

Oaths: 12.15

Lunch: 12.30pm

Ordination Retreat

Thursday 26 June – Saturday 28 June 09.30 – 17.00

Venue: Granary Court / Bishop's Garden / Cathedral

Retreat Conductor: TBA

NB: **Deacon retreat continues until Saturday evening**

Ordination of Priests

Saturday 28 June 10.30am

Venue: Norwich Cathedral

Preacher: TBA

Ordination of Deacons

Sunday 29 June 10.30am

Venue: Norwich Cathedral

Preacher: TBA

Venues

Diocesan House: 109, Dereham Rd. Easton, Norwich, NR9 5ES *

St Luke's, New Catton: 61 Aylsham Road, New Catton, Norwich. NR3 2HF *

St Thomas Church, Earlham Rd, Norwich, NR2 3RG #

Norwich Cathedral: The Close, Norwich, NR1 4DH *

Granary Court & The Bishop's Garden: Norwich, NR3 1SB **

(NB: Entrance via St. Martin-at-Palace Plain)

*Parking available

**Parking available for retreatants

#Parking on street. Very limited onsite parking.

Time Off

Extending the concept of 'well-formed being', the following guidance on rest days and bank holidays should be noted.

All curates are entitled to **one designated full and uninterrupted day of rest per week**. TIs should ensure that the curate's day off is fully respected by the parish. It should be the same day each week and curates should not be asked to vary it except in emergencies and only by agreement.

I would also like to remind curates & TIs of **the extra rest day each month**, which should be taken adjacent to the usual rest day to give a 48-hour break. The Guidance states:

"The Bishops of the Diocese encourage clergy to take an additional day (not a Sunday) per month. The intention is that this will allow clergy occasionally to replicate (in time if not the same days of the week) a normal 'weekend.' There is always the need, as an office holder rather than employee, to be aware of the needs and events of your parish(es). Please note that this additional day is not a statutory part of the Terms of Service regulations, but rather a Diocesan recommendation to enhance your wellbeing."

Many clergy find the easiest way of ensuring the monthly 48-hour break happens is to plan for several months ahead. Again, I strongly encourage all curates to take this extra day each month and would be grateful if TIs can ensure this is possible.

On **Bank Holidays**, the current Diocese of Norwich 'Guidance for Clergy' states:

"Clergy are entitled to statutory bank holidays in addition to their annual leave entitlement. When it is not possible to take the actual bank holiday off (for example Christmas Day, see your Statement of Particulars) a day in lieu may be taken. It is not possible to aggregate these bank holidays together into an extra week's leave or to carry them over into a following year. In the event of a parish or Diocesan event taking place on a bank holiday then flexibility should be used such that a day in lieu is taken on a different occasion."

Some examples of how this works out in practice:

- If you are needed in ministry on a Bank Holiday then a day off in lieu should be taken. Ideally this is as close as possible to the actual Bank Holiday
- If a Bank Holiday falls on your normal rest day – this is mostly applicable to those whose rest day is a Monday – then an additional day should be taken in lieu of the Bank Holiday. Again, this ideally is taken as close as possible to the day.
- If a Bank Holiday isn't on your normal rest day, and you are not needed to work that day, you should take it on that day.

I strongly encourage all curates to take advantage of the extra rest and space provided by Bank Holidays and would be grateful if TIs could ensure their curate's workload allows for the days off.

UKME Network

Norwich Diocese is committed to the flourishing in ministry of curates with a United Kingdom Minority Ethnic background. The Bishop's Adviser for UKME Affairs, **The Revd Karlene Kerr**, coordinates a support network which meets regularly. Karlene is also available for confidential consultation.

Curates are also encouraged to engage with the national support network co-ordinated by the National Minority Ethnic Vocations Officer, **Rosemarie Davidson-Gotobed**. Regular events are available as well as access to a national network of mentors.

Karlene Kerr writes:

As Bishop's Advisor for United Kingdom Minority Ethnic Affairs, I am committed to working with the Bishops and others to ensure that racial justice, through active anti-racism and equality is a priority at all levels within the Diocese. By challenging the assumptions and prejudices around leadership, ownership and belonging, examining our practices and policies which may counter diversity and inclusivity, highlighting and promoting issues/subjects with a racial dimension which may aid understanding and reflection, and being a 'critical friend' my hope is that over time, with all our efforts, and the guiding of the Spirit, the church can truly be what we're called to be, a transforming and transformed body – where all can flourish and feel welcomed and safe.

Contacts:

Revd Karlene Kerr

Bishop's Officer for UK Minority Ethnic Affairs, Diocese of Norwich

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Email: karlene.kerr@dioceseofnorwich.org

Rosemarie Davidson-Gotobed

National Minority Ethnic Vocations Officer

Ministry Team

Archbishops' Council

Church House

Great Smith Street

London

SW1P 3AZ

Tel: 020 7898 1401

Email: rosemarie.davidson-gotobed@churchofengland.org

Web: www.churchofengland.org/life-events/vocations/mentor-directory/ministry-mentors/1578

Learning Support

We understand that the capacity to grow and learn well may be hindered by a number of factors, sometimes environmental, sometimes cultural and sometimes physical. We aim to provide a learning environment which is accessible and supportive. We recognize that some curates may need or wish for support in certain areas of learning, or may have particular conditions, sometimes invisible to others, which need to be accommodated. In each case, please ensure that you **contact the DDO to discuss learning needs and extra support**.

Contact details of helpful organizations:

Access to Work funding: <https://www.gov.uk/access-to-work>

The Dyslexia Association: <https://www.dyslexia.uk.net/>

The Torch Trust: <https://torchtrust.org/>

Go-Sign: <https://www.gosign.org.uk/>

The Ordained Vocations Mentor Directory: <https://www.churchofengland.org/life-events/vocations/mentor-directory>

MIND: <https://www.mind.org.uk/>

Ministry Placements during Curacy

The School Placement (Year 1)

1. The relationship between Church and School is a primary focus for Year 1 curates.
2. Three IME2 sessions support this placement in order to ensure maximum benefit from the placement for you and the schools.
3. The schools placement takes place across four days in the fortnight Monday 22 January to Friday 02 February and is an opportunity to experience a few days in the life of a school community from the inside, and to be immersed in a different professional culture. It will give you insight and inspiration for your future working with schools and young people. In the first instance the placement is likely to be hosted mainly by Church of England primary schools away from your home patch.
4. You will be asked to record your observations and reflect on your experience in a professional journal to be submitted as part of your Interim Portfolio. Full details will be given at the briefing (scheduled for 22 November 2022).
5. For curates who already have extensive experience of working in a school (by virtue of having been a teacher, for example) alternative arrangements are available. Please discuss this with the DDO.
6. A Schools Placement Handbook will be provided which gives information about the placement in greater depth.
7. Once linked to a school, you will be expected to make contact with the Head Teacher to arrange a preliminary visit and to discuss the placement.

The Cathedral Placement (Year 2)

1. The Cathedral offers curates the opportunity of a one-week placement to experience both the front- and back-stage of the Cathedral's life and ministry. The placement is usually taken during the second year.
2. Unless otherwise agreed with the DDO, all stipendiary curates are expected to complete this placement for one week, or a flexible-working equivalent. Self-supporting curates are encouraged to take the opportunity, even if work or other commitments mean that only a shorter or more part-time placement is possible.
3. It is the **curate's responsibility** to arrange the placement with the Canon for Mission and Pastoral Care, Canon Andy Bryant, who is the primary placement supervisor. As the dates available may be limited, in some cases curates will work in pairs.
4. This is considered to be a full-time placement; the shape of each day's commitment, however, may change according to the season, and will be determined with the placement supervisor/s.
5. Curates may commute to the Cathedral from their home; or may prefer to stay at the Cathedral for one or more nights in the Cathedral's bedsit. A **travel grant** of up to £100 is available from the IME2 budget for daily travel costs and/or for overnight accommodation in the bedsit.
6. A **report and reflection** of your Cathedral placement should feature in the **Final Portfolio**.

The Mission Placement: Breaking New Ground (usually Year 3)

1. Curates undertake a four-week placement in Year 3, generally in the Summer or early Autumn, bearing in mind sign-off dates and portfolio review. SSM curates have greater flexibility and may prefer to delay until the fourth year.
2. The main purpose of the placement at this point in IME2 is to provide an opportunity to **experience and reflect upon the church breaking new ground**, in a context which is **new or complementary** to that experienced in your own parish/benefice.
3. Examples of this might include:
 - breaking new ground through church planting and revitalization
 - breaking new ground in rural ministry
 - breaking new ground in inter-cultural mission
 - breaking new ground in coastal communities
 - breaking new ground in working with schools, children and families
4. Placements will typically be within the diocese and within a reasonable daily travel distance from home. However, where particular contexts of mission are hard to find within the diocese you are encouraged to explore possibilities elsewhere. A **contribution towards the cost of travel and other expenses** may be claimed from the IME2 budget **up to £250**.
5. The placement is normally supervised by the **Incumbent of the benefice where it takes place**, or the **person with equivalent authority** in a non-parochial placement.
6. The placement is a full-time / full-time *pro rata* learning experience, and you will be effectively absent from your own benefice during your placement. You should, however, keep open normal lines of communication with your own Training Incumbent.
7. The procedure for setting up a placement is as follows:
 - Discuss with **your own Incumbent and / or the DDO** the appropriate timing for your placement, your ideas in the context of your training plan, and the possibilities that exist **within reasonable travelling distance**.
 - Before making any kind of contact with a potential supervisor, **please report to the DDO** the results of your discussion.
 - **When authorised by the DDO**, you should approach your proposed supervisor and the details of the placement agreed. When agreed, **notify both your Incumbent and the DDO**.
8. **SSM curates**, especially those in other employment, or with other significant responsibilities, may need to consider a different approach, for example a 'long thin' placement serving an equivalent purpose.
9. The placement is intended to encourage theological reflection upon your experience and observation. A report and reflection on your placement should be submitted within your Final Portfolio.

Formation Qualities Assessment Framework for IME Phase 2

Inhabiting the Qualities

The Diocese formally adopted the new national **Formation Framework for Ordained Priestly Ministry** in the Autumn of 2022. The IME2 programme is designed specifically to address the requirement that all curates should be able to demonstrate through evidence that they **inhabit fully** each of the seven Qualities specified in the Formation Framework. The national clergy selection framework specifies six Qualities, to which is now added the quality of **trustworthiness**.

The following is a brief summary of the 'Qualities Grid' provided separately. The Qualities Grid should be **closely read by curates and Training Incumbents** as it is a nuanced document which sets out the framework within which the qualities to be inhabited are described and evidenced. The Introduction to the Qualities Grid speaks of

“dispositions lived out through being immersed deeply in a wide variety of lived contexts and relationships, all of which shape our living and calling.”

The qualities are grounded in the Church of England's Ordinals. There are seven Qualities: **Love for God, Call to Ministry, Love for People, Wisdom, Fruitfulness, Potential and Trustworthiness**. These qualities are explored in the context of a candidate's relationship to **Christ, the Church, the World and the Self**. It is understood that there is a **porosity** between some of these relationships, especially between *the Church* and *the World* and also between *Christ* and *Self*.

The Introduction makes a further important point in its recognition that “there are instances where a candidate's capacity to inhabit a quality is **constrained, not by fundamental capacity issues in themselves, but because the structures in which we all operate mitigate against the candidate**. For instance, in order for a candidate to evidence a capacity to embrace difference, **the candidate needs to feel safe to do so. There needs to be a level of mutual responsibility and safety which is exercised. Power and gender dynamics may be at work which mean that the capacity of a person to embrace difference becomes impossible if the validity of their being different is not respected.** “

The Diocese of Norwich is fully committed to **honouring diversity and upholding and affirming difference within the love of God**. We affirm that a person's identity is fundamentally **a gift from God** who is pleased to clothe human identity in a variety of forms – cultural, ethnic, gendered, sexual. We acknowledge also that some, from a variety of causes, are **differently abled**, or carry 'hidden disabilities'. We recognize that all are called to a lifelong process of being **conformed with and transformed into Christ**. Our IME2 programme therefore seeks to ensure that curates **feel safe as they explore and negotiate the multiple levels of interpersonal and group dynamics within a ministry context**.

The Qualities

We have now implemented the new national Ministry Formation Framework which sees the replacement of the **nine formation criteria** by **seven formational qualities** (see associated document **Formational Framework for Ordained Priestly Ministry**):

Love for God

Love for People

Call to Ministry

Wisdom

Fruitfulness

Potential

Trustworthiness

Each quality is expressed across **four dimensions**:

Christ

Church

World

Self

Within each dimension there are a number of outcome descriptors and the IME2 programme is now designed to enable you to develop and inhabit these qualities and to provide opportunities to collect evidence to show how you match the descriptors. The new framework emphasizes that taken together the qualities amount to a **'Fitness To Practise'** certification. The quality of **trustworthiness** particularly relates to the development of personal integrity and incorporates a **deep awareness of safeguarding and boundaries** as they apply in both parish ministry and in the personal life of a priest.

Examples of specific IME2 programme elements which support this new approach are:

The ABCD project – Love for People / Fruitfulness / Potential / Trustworthiness

Wisdom For Ministry - – Love for People / Wisdom / Fruitfulness / Trustworthiness

Theology Café – Love for God / Call to Ministry / Wisdom

Placements - Love for God / Love for People / Call to Ministry / Potential / Trustworthiness

Cluster Groups - Love for God / Call to Ministry / Wisdom

Working & Learning Together - Love for God / Love for People / Call to Ministry / Wisdom

Resilience module – emphasizes the dimension of **self** across all seven qualities

Leadership module - Love for People / Call to Ministry / Wisdom / Potential / Trustworthiness

Ministry Portfolio

Your portfolio is intended primarily as a record and instrument of your formation and is **not an academic exercise**. It should be regarded as a **spiritual practice**. It can be expressive of your creativity, your flair for organization, your empathy, your passion for mission. It can take a variety of formats, **including some or all of** podcasts, video, prayers & liturgy, reports, written reflections, images, maps, websites, social media.

It might include, for example, a pastoral encounter in the form of a recorded interview. The BBC's 'Listening Project' is a good model (find it on the BBC Sounds app). Be sure to get the permission of your conversation partner before submitting this element. Other examples might be: an imaginative use of

social media to accompany and extend a project; a website (or web element) for a prayer walk around your parish with accompanying map & images; a video diary of a journey through a season.

Structuring your portfolio

The portfolio will be read / audited / reviewed by the DDO and your area bishop who will use it as the basis for interviews and subsequent decisions about next steps and future development. It should be concise and well-organised. It should be capable of being submitted electronically, preferably via a shareable drive.

From the first week of your curacy you should begin to prepare material for your Ministry Portfolio, which is submitted in two stages. The requirements of the Portfolio are designed to ensure you have **evidence that you inhabit all the Formation Qualities by the end of your curacy**. The primary purpose of the Portfolio is for your own learning and development as an ordained minister. However active and busy your curacy, work on your Portfolio requires you to **pause and ponder** about what you're experiencing and observing, and to **notice what's going on in you and around you**.

A Portfolio may be presented for assessment in either of the following formats:

- As a single pdf file, with a contents page providing hyperlinks to each section.
- As separate elements within a folder on a shared drive; for example, video, livestream recording, podcast, or transcript of an interview. Other elements might include: still images; maps; project plans and reports; liturgy. **Please do not send video files directly**. The best method is to create a **link to a shared drive** and then send the link. Videos and audios can be hosted on a variety of free hosting sites. The same preparation and quality would be expected as for written presentation, with due attention (for example) to **methodological rationale** in a theological reflection on the experience of ministry.

Work on your Portfolio should take a small proportion of your working time – around 15% over the year for all IME2 training and Portfolio work – leaving you the vast majority of working time for 'doing the stuff' of ministry. The 15% equates to approximately one day in a six-day week; however, allowing for fluctuations week by week and the hours spent in IME2 training / cluster groups, etc, we reckon this computes to a half-day a week, or two days a month, for full-time curates, to pause for structured thinking and the work of their Portfolio. Curates come unstuck when this advice is ignored and the 15% is added on to the 100% of working time, rather than as part of it. **Training Incumbents** have a **primary responsibility** for ensuring that this time is both protected and used for this aspect of a curate's personal and professional development.

Ministry Portfolio: Interim Assessment

The interim assessment takes place in the early autumn of Year 2. It is a 'formative' assessment which will hopefully confirm that you are on track to complete the training requirements of your curacy within the specified period, and / or help to flag up any specific action needed.

The assessment is on the basis of a sample of reflective work and third-party evidence drawn from your curacy so far, linked to the Formation Criteria for IME2. This Interim Portfolio should be submitted to the DDO not later than **31st August** in Year 2, with the following documents:

1. The **Diaconal Year Review** written for the end of your diaconal year.

2. Your **incumbent's reference** for the end of your diaconal year.
3. A **reference from a lay person** within your congregation (e.g. church warden). We will write to the person you nominate to request the reference.
4. Your **supervision records** covering a period of **at least six months** since the start of your curacy, showing **evidence** of shared endeavour, fruitful reflection on the experience of ministry and proactive forward planning of ministry experience and learning, using the provided template or other suitable format. **NB: please ensure that for each supervision record, the TI's reflection box is complete. Records with incomplete TI reflections will be sent back.**
5. **One structured theological reflection** on encounters, events, insights or issues arising in your experience as an ordained minister so far - highlighting in particular your engagement with **new aspects of work beyond or at the boundaries of your previous experience**. These reflections can include the multimedia elements referred to above. **Maximum word count for text-based reflections: 1000**
 The reflections might arise out of discussion in supervision or in your cluster group and will ideally relate to different aspects of the Formation Qualities. Building on your work in IME1, these should show theological depth as well as evidence of engagement with the parish. Collaborative work, either with curate colleagues or with others is permissible, as long as your own contributions are clearly in evidence. (Example: you could, as was done successfully last year, record a short Zoom discussion between 3 colleagues addressing the elements outlined above).
6. The text of **one sermon**, together with:
 - An **evaluation form** completed by the **training incumbent and at least three other people**, preferably nominated by the incumbent to reflect a cross-section of those present;
 - an **outline of the context and a rationale for the choices and decisions made** in preparing the sermon, and a short reflection on the feedback. You may submit either an audio or video recording with a transcript of the sermon.
7. The **text of an address** given at a funeral, baptism or wedding. This should include both the element of personal remarks addressed to the family / couple concerned, as well as the more Gospel-oriented words (or both parts, if separated during the service). Again, an outline of context and a rationale should be included.
8. **The reflective journal** completed as part of the work of the Year 1 **Schools Placement** (see [Placement Brief](#)). This may be updated with subsequent reflection, for example following the debrief meeting and the insights of colleagues.
9. A **record of books / journal articles** relating to your development in ministry, which you have read since ordination, together with a brief paragraph's engagement and reflection on the content, argument and significance for ministry. Please make sure that all items are clearly referenced, especially any online material.
10. A **log of training attended** in Year 1 (including IME2, other diocesan courses, and external providers); together with a **structured reflection** on your learning from **any three** of these courses / events.

Ministry Portfolio: Final Assessment and Sign Off

The final assessment takes place not earlier than **November of Year 3**. **SSM curates** may follow this timescale but may want (or need) a longer period to complete their Portfolio. This is a 'summative' assessment which will hopefully lead to a recommendation to the Bishop that you are ready to be signed off, having provided evidence that you have **sufficiently inhabited the seven qualities** at the appropriate level.

The process is as follows:

1. **Submit Final Portfolio** no earlier than 08/11/24 to DDO and **request a meeting with the DDO** via email to **Margaret Mallett with at least 2 week's notice**
2. Following DDO review meeting, you must forward your portfolio to your Area Bishop via the PA
3. Once it is confirmed to you that the Bishop has received your portfolio, **you may arrange a Sign Off meeting** through the Bishop's PA
4. Following the meeting with the Bishop, you will receive a letter either confirming you have been signed off or outlining what further development may be required
5. **Only once you have you been signed off** may you start the process of **looking for your next post***

***NB Only in certain rare circumstances**, such as seeking a military chaplaincy, will the Bishops consider varying the process in order to accommodate critical recruitment timescales.

The assessment is on the basis of a sample of reflective work and third-party evidence drawn especially from Years 2 and 3 of your curacy so far, linked to the Formation Qualities for IME2. This Final Portfolio should be submitted to the DDO between **06 November and 31 March** in Year 3, with the following documents:

1. A **reflection on your ministry since ordination**. (If written, **maximum word count: 1500 words**) Ideally this would be a mixed-media approach demonstrating **a range of communication skills and ability to work within a variety of contexts and resource constraints**.

This should include some thoughts about your ongoing and developing vocation to ministry. You could go back to your BAP papers and your diaconal year review to identify particular **areas of development and change**. Record both **joys and sorrows** and the things that have **surprised** you in ministry.

Although not an academic exercise as such, this assignment should demonstrate **rigorous analysis** and **disciplined reflection** on the experience of ministry, which should be related to your **developing theological framework** as the basis of your **values and priorities** in ministry. Record the theological sources which have been most influential, and the situations / events through which you have learnt most.

The reflection should include some thoughts about the type of context to which you feel called at the end of your curacy. It ought properly to **identify the future needs of any dependents** too.

2. **ABCD Project journal**. All stipendiary curates will be expected to present this at an IME2 session in November. This is likely to be in the form of a slide presentation. It should capture the key planning and set-up milestones, aims & objectives, partner organisations, management and leadership processes and outcomes. It is a key source of evidence for the quality of relationships you create; your partnership approach to community-building and mission; the sustainability of the project once you have left; your ability to reflect theologically on the issues underpinning the process. Again, a **wide variety of media and creative approaches** should be employed.

3. **Final report from incumbent.** The TI report will be a **structured assessment using the Formation Qualities grid and an assessment system that grades each quality from 0 – 5.** The assessment document will have been sent to your incumbent and training provided in advance of the report. Where your TI is absent (sabbatical, resignation, extended sickness) we will discuss a suitable alternative with you in advance. **It is your responsibility to ensure that your incumbent's report is included in your portfolio.**
4. **Two references: one from a lay person from any of your ABCD partner organizations,** e.g. school, care home manager, social enterprise director. **One from a lay member of your parish or benefice.** We will write to the people you nominate to request the references.
5. A short report and reflection on your **Year 2 Cathedral placement,** identifying particularly your learning and formation through the placement.
6. A report and reflection on your **Year 3 mission placement,** identifying particularly your learning and formation through the placement.
7. **Your supervision records covering a period of at least six months during Years 2 and 3,** showing evidence of shared endeavour, fruitful reflection on the experience of ministry and proactive forward planning of ministry experience and learning, using the [provided template](#) or other suitable format. Along with Incumbent and Lay Reports, these are probably the most important elements of your portfolio as they tell the story of your development as a minister in a disciplined context. **NB: please ensure that for each supervision record, the TI's reflection box is complete. Records with incomplete TI reflections will be sent back.**
8. The text, video, audio file and/or powerpoint file of a **sermon** which you have preached in Years 2 or 3, together with brief commentary outlining context and rationale. The context and style should contrast with that submitted for your Interim Assessment. Either this or the earlier sermon submitted should include evidence of creative use of powerpoint or other digital format to support communication.
9. The **text of an address given at a wedding or funeral** (whichever you did not submit for the interim assessment) in Years 2 or 3. This should include both the particular remarks addressed to the couple or bereaved family, as well as the more gospel-oriented words, together with brief commentary outlining context and rationale.
10. An honest critical reflection on **your pattern of prayer and devotion,** describing how it sustains and resources you for ministry. How has the work of ministry impacted the practice of prayer? How has your practice and experience of prayer developed since ordination, and how would you like or need to develop it for your future ministry?
11. **A record of books / journal articles** relating to your development in ministry, which you have read since ordination, together with a brief paragraph's engagement and reflection on the content, argument and significance for ministry. Please make sure that all items are clearly referenced, especially any online material.
12. **A log of all training events attended in Years 2 and 3** (including IME2, other diocesan courses, and external providers); together with **structured reflection on your learning from any four of these courses / events.** Two should be located in Year 2, and two in Year 3.

Submitting your portfolio

All files should be submitted electronically, whether documents, slides, images, videos or podcasts. The easiest way to do this is to **email a link to a shared drive** containing a single folder named Final Portfolio_firstname_lastname with all files or links.

Notes

- The Portfolio is primarily a **tool for your formation and development** and only secondarily for assessment. It is not linked to a particular academic level, but we do expect to see in it the fruit of your learning and academic work from IME1 at the level you have already achieved.
- **Please try to be concise.** Particularly if submitting written reflections, keep them as short as possible. Don't ramble. Think about your potential audience! A suitable length for written items is 700 – 900 words.
- Items 8 & 9 may be submitted as part of the Interim Portfolio.
- We accept that some feel confident in expressing their creative side and others take a more structured, process-driven approach. Combining media may help to give evidence of communication skills which will be needed in future ministry. **Acquiring skills** in this area may be an important part of your development. However, it is even more important that **you are able to supply good evidence** in whatever form of the ways in which **you now inhabit the seven qualities** expected of a priest in the Church of England.

Length of Curacy and Applying for Your Next Post

In the Diocese of Norwich, a title post is for a maximum of **42 months** from the date of ordination as deacon. Stipendiary and other deployable curates **may not apply for a full Common Tenure post until they have a letter from the Bishop confirming they have shown evidence of satisfactorily inhabiting the seven Formation Qualities. This letter will also set out the expectation that curates will have fulfilled all training requirements of IME2**, to the end of the final year programme, **and have completed two and a half years as a curate.** Locally deployed curates, who will remain in the same benefice, transfer to full Common Tenure at the end of the 42 months, **having satisfactorily completed IME2.** In certain circumstances the bishop may allow an extension, particularly where there has been a substantial disruption to the curacy for example through illness or family upheaval.

Special Considerations for Curates in Self-Supporting Ministry

Carol Pritchard, Bishop's Adviser for Self-Supporting Ministry, writes:

Welcome to our diverse, fascinating, challenging and vital styles of self-supporting ministry. We follow our different paths as salaried people in our chosen profession, as volunteers in the community, as chaplains, as carers, as business-owners, as home-makers ... (and so much more). We also are priests and ministers in our parishes, our communities, our places of work ... The opportunities are many and the calling by God is particular to each individual, needing to be discerned and supported.

I was ordained deacon in 1999 whilst remaining in state education as an English teacher and then head of department in comprehensive schools. I trained with the Eastern Region Course (as it is now called) and have always lived in the Diocese. When I eventually left teaching, I moved to Norwich and am licensed to Earlham as Assistant Priest; I was also asked to be Bishop's Adviser for Self-Supporting Ministry, an honour that I was delighted to accept, especially since it was a new role for our Diocese. I have established some structures of support for all licensed SSMs and am involved with various bodies to represent our viewpoint.

Changes are afoot for us all and working together collaboratively in teams is essential. We all need to understand the particular opportunities and challenges for SSMs so that the labourers gathering the plentiful harvest are as effective as possible. I am here if you should need me, please let me know how you are getting on and how I can be of use to you.

Carol Pritchard may be contacted at: carol.pritchard@dioceseofnorwich.org

Considerations for Self-Supporting Curates

1. Curates sponsored in the categories of Assistant Minister and Locally Deployed are usually self-supporting. They bring significant gifts and possibilities to their own benefices and to the diocese, both during their curacy and beyond. Most will have trained on our regional course, Eastern Regional Ministry Course, and all will have completed at least the same Common Awards DipHE as many stipendiary colleagues.
2. All curates, regardless of the category of sponsorship or whether they receive a stipend, fall within IME2 and **must be able to show evidence that they sufficiently inhabit the Qualities expected of a Church of England priest at the appropriate level by the end of their curacy period**. Many will be seen to have fulfilled the additional qualities for those proceeding to an incumbent-level post, but this is not required.
3. SSM curates work in differing circumstances and contexts. Some are retired, or not in employment; others are employed full-time or part-time; others are freelance contractors or self-employed. For some, their workplace is very much part of their calling to ordained ministry, to the extent of being able to wear a clerical collar at work; for others, employment simply provides an income which allows them to focus on the primary calling of ordained ministry. Even those who are not in employment have differing availability, which will be noted in the Working Agreement. All are entitled to **at least one** day of rest.
4. Many SSM curates are able to engage fully with IME2 and need no special provision in this regard. All should engage as fully as they are able within their particular circumstances, but some may need particular consideration, especially in the following areas:
 - a. **Attendance at IME2 training events**. SSM curates should try to attend IME2 training

events, both to be connected with their cohort and for their own formation and development. However, given that most training events are scheduled during the working day, particular consideration will be made for SSM curates where this is not possible. **SSM Curates should, at the start of each year of curacy, meet with the DDO** to agree an achievable plan. Online training will be recorded and made available. Similarly, we will consider how training in physical venues may be recorded to be made available out of hours. Handouts, notes and other resources will be made available and where necessary **and possible**, we will ask trainers to consider a one-off online tutorial to explain the material to those who cannot attend.

- b. **Portfolio and Assessment.** All curates, including SSMs, **must be able to show evidence that they sufficiently inhabit the Qualities expected of a Church of England priest at the appropriate level by the end of their curacy period.** The Portfolio remains the main body of evidence for all. SSM curates have already demonstrated extraordinary resourcefulness and achievement in completing their training in IME1. However, it is important that writing and creating Portfolio material does not take up a disproportionate amount of the time available for ministry, especially as it is the experience of ministry which is the substance of the Portfolio. **Longer timescales and other adjustments may be agreed with the DDO;** for example, in some cases an SSM Portfolio may reflect a more limited range of ministry.
- c. **Placements.** SSM curates are entitled to the same placement opportunities as stipendiary curates and are encouraged to take every such opportunity where possible. The normal parameters are completely negotiable for SSM curates in order to allow this: for example, a two-day Cathedral placement will still offer a memorable experience of ministry, rich in discovery and insight; and a final-year Mission placement could be a small weekly commitment extending over a longer period.
- d. **Cluster groups.** We have resisted the possibility of grouping all SSM Curates into a separate cluster group, as this would undermine the principle of diversity and vicarious experience on which cluster groups are based. We believe it is vital that stipendiary curates are able to learn from the distinctive perspective and experience – and often the distinctive vocation - that SSM colleagues bring to the group. Although generally cluster group meetings last the best part of a morning or afternoon, often including a meal, **groups should vary this to cater for maximum participation of SSM members.** This might include some evening meetings – probably online, given the geographical spread of cluster groups – or occasionally Sunday morning / afternoon, which is a legitimate working day for all.
- e. **Length of curacy.** Given that some SSM Curates will inevitably take longer to experience the range or frequency of ministry envisaged for the fulfilment of the Formation Criteria, bishops may be sympathetic to extension of licence to enable a confident completion of curacy.

Please use this template in negotiating and signing off your Working Agreement

IME2 WORKING AGREEMENT template

Curate: Cohort:
Incumbent:
Benefice:
Date: or Review Date:

This form is in six parts:

1. Hopes and Expectations
2. Areas relating to Self-Supporting Curates
3. Particulars of Work
4. Support and Supervision
5. Working Conditions
6. Training Agenda (effective from Year 2 of the curacy)

In the first instance the Working Agreement will be drawn up between the curate, and Training Incumbent at a meeting held **not later than the end of September**. It should then be submitted to the DDO for review. It should also then be reviewed, updated and returned to the DDO by the end of June, with the Training Agenda, **for each subsequent year** of curacy.

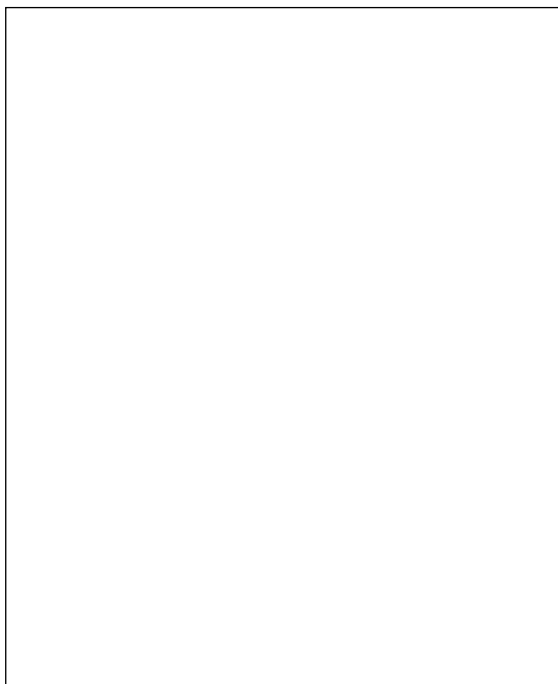
In identifying priorities for training, careful use should be made of the new **Formation Framework for Ordained Priestly Ministry for IME2**. This offers a map of the development that IME2 needs to enable, and is the basis on which Assessment at the End of Curacy takes place.

1 HOPES and EXPECTATIONS

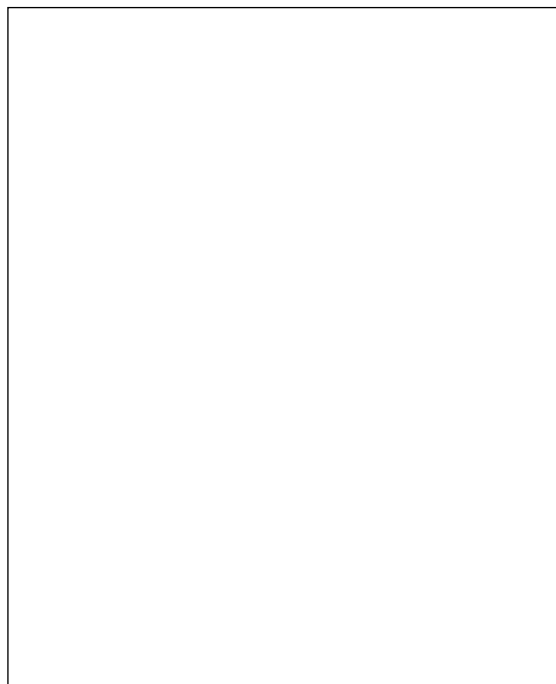
- a) This curacy is intended to prepare the curate for: [please select one]
- a continuing supporting role, or
 - a future role of incumbent-level responsibility?

- b) Please each say something about your hopes for the coming year. Please each write your own hopes, then compare and discuss them. NB boxes are expandable – use whatever space you need):

Curate

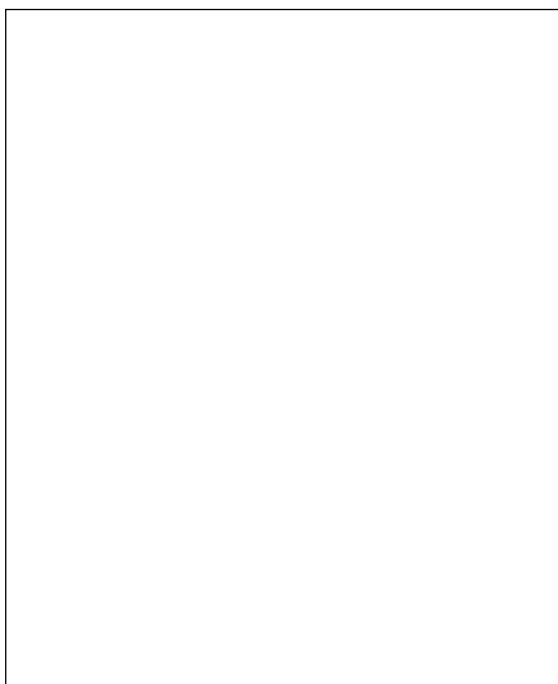


Incumbent

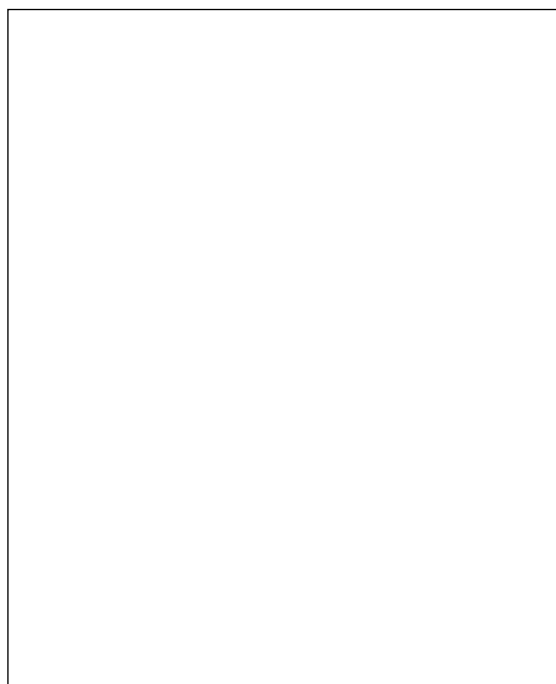


- c) What are your hopes for the working relationship between you as curate and incumbent for the coming year? (please discuss and agree this, using as much space as you need):

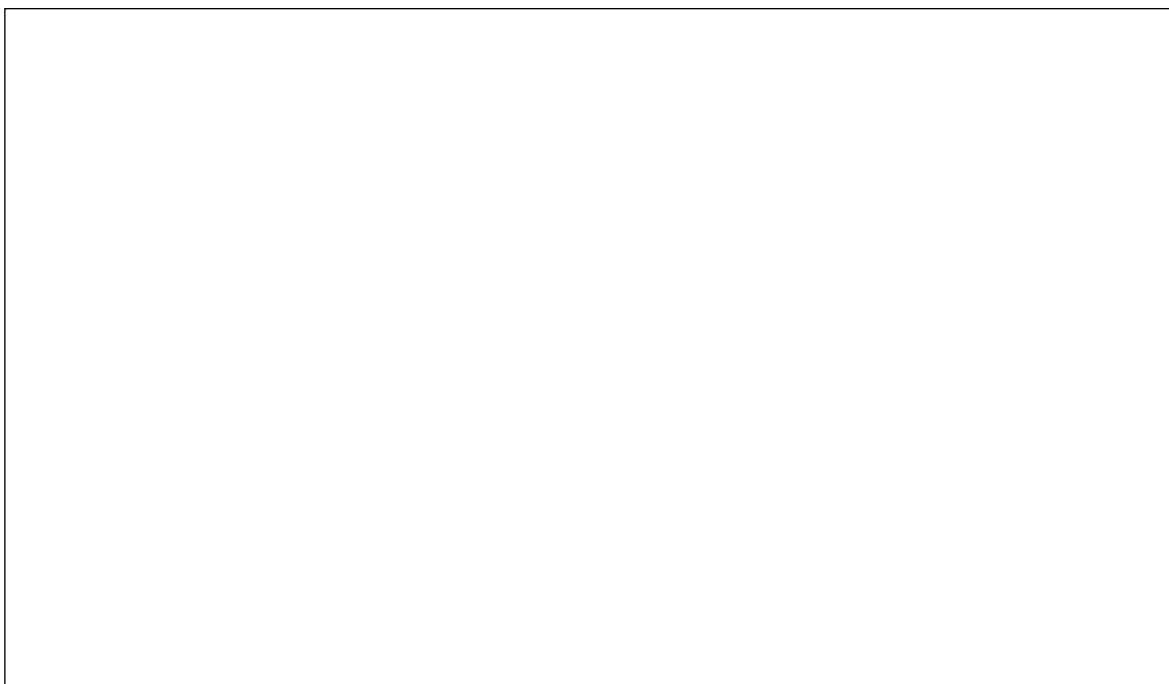
Curate



Incumbent



- d) What hopes or plans do the incumbent and PCC have for the parish and patterns of ministry in it during the coming year, and how might this affect the curate's work and training (please discuss and agree this)?



- e) What expectations are there about standards of dress / clerical uniform? What expectations are there about availability (e.g. attendance at parish office hours, use of answerphone, departure time after Sunday services, etc.)?

- f) What areas of past experience and expertise will the curate bring into ordained ministry?

g) Either:

(1) For married curates: what are the expectations and needs of the curate's spouse / family (where appropriate)? There can also be issues about the family's privacy and/or the possible difficulty of the curate having space to work well at home that need careful discussion.

Or:

(2) For single curates: what needs will the curate have for time with friends, family and other supporters? How will this work with the restrictions of a single day off / what provisions need to be made to enable the curate to sustain these significant networks?

2 AREAS RELATING TO SSM CURATES

a) What is the focus of the curate's ministry: a ministry exercised in a place of secular employment, or a parish focus? If both, where does the emphasis lie? How will this ministry be expressed, affirmed and communicated in the parish?

b) The curate's secular employment, or retirement, or domestic commitments, and other claims on time need to be understood and communicated within the parish. How is this to be done?

c) What weekday involvement is expected in the regular ministry of the parish, including Staff meetings, PCC etc?

3 PARTICULARS OF WORK

a) Attendance and participation:

Worship *(please specify how often the curate is expected to attend, lead or preach):*

- Daily Offices:
- Sunday services:
- Other services:
- How often will the curate be expected to preach?
(a deacon should not prepare more than two sermons a month)

Occasional Offices:

- Funerals:
- Baptisms:
- Weddings :
(except for particular circumstances with the Bishop's permission, deacons should not officiate at weddings)

Pastoral Work:

- Visiting at home:
- Hospitals:
- Care Homes:
- Other:

Education, Nurture and Outreach:

- Children's Groups:
- Schools:
- Youth Work:
- Home group / prayer group / confirmation group / Emmaus / Alpha:
- Adult Education:

Structures:

- PCC:
- Parish Committees:
- Chapter/Deanery Synod:
- Churches Together/Fraternal:

Community involvement:

- Schools:
- Community Groups:
- Other:

b) Areas of special responsibility

Are there any areas where the curate will have special responsibilities this year (which should reflect areas in the Training Agenda)?

The curate should, in the course of the curacy, have experience of significant responsibility for a particular project or area of ministry, including initiating new development and mentoring / supervising others.

4 SUPPORT AND SUPERVISION

a) What are your arrangements for:

Supervision meetings.

*Supervision is protected time with disciplined and dedicated focus on the curate's work and development, held regularly throughout the length of the curacy, with the intention that the curate will grow in insight and confidence in ministry. In addition to more frequent and ad hoc meetings for checking in together, which may be shared with other team members, a supervision meeting of 90-120 mins should be planned **at least once each month**. Records are kept by the curate, with incumbent's comments, as part of the Ministry Portfolio. Please be specific about the dates and venues of your meetings through the year:*

Staff meetings

*Will there be work-related meetings for incumbent and curate only and / or for a wider staff team??
How often / what will the arrangements be?*

b) Review of Working Agreement and Training Agenda

Please set a date / timetable to review the Working Agreement and Training Agenda. It makes sense to do this in the light of the review / assessment process each year. Please see Assessment and Review Timetable.

c) Spiritual Director

All curates should have access to a spiritual director or equivalent. Have arrangements been made, and is the incumbent aware of them?

d) Annual retreat

Curates should have the opportunity for an annual retreat (3-4 nights or equivalent). What are the mutual expectations for this? How will it be funded and what is a reasonable expectation? When could a retreat take place?

(NB for deacons, arrangements are already in place for a retreat prior to ordination as priests)

5 WORKING CONDITIONS

a) Expenses

Parochial expenses are defined as 'all those running costs which clergy and PCCs agree are necessary for clergy to fulfil the duties of their post'. Please refer to the Statement of Particulars and *The Parochial Expenses of the Clergy: A Guide to Their Reimbursement* (<https://tinyurl.com/parochialexpenses-2017>).

Please specify the basis and procedure for claims and reimbursement in the following areas:

- Telephone (including mobile, if necessarily used for work purposes):
- Car mileage / other transport:
- Stationery etc:
- Other:

b) Time off, study, etc:

Study time and IME2 events

The new framework for IME2 assumes that 15% of working time will be set aside for continuing study and learning. This will include reading, structured reflection on the experience and practice of ministry, Study / Training days etc.

*Over a month or a year, taking into account hours used for diarised training events, this equates to a **half-day a week** or a **whole day each fortnight** being set aside for reading, writing Ministry Journal entries, organising Portfolio, etc . The curate should be able to account for how this time has been used in supervision.*

What dedicated time will be set aside for continuing study and learning?

Day Off:

Stipendiary clergy should have a day off per week (not including IME 2 days, study days, retreats or time allowed for spiritual consultation). The SSM's day off should equally be closely guarded. It is accepted that at certain times of the year, flexibility will be necessary regarding days off. See [Handbook p24](#) for further details regarding additional days off and Bank Holidays.

The curate's day off will usually be:

The provision of one day off does not mean that every moment of the other six days and evenings should be spent working! What is your understanding about the provision of some period of rest within working days, when it is and is not acceptable to call (and how flexibly or firmly this is understood), etc.?

Holidays:

*For **details of** annual holiday entitlement please see your Statement of Particulars. Is it clear how holiday time will be arranged between curate and incumbent?*

c) House and Garden

Are there any arrangements about House and Garden that need to be specified (including detailing costs and responsibilities to be borne by parish and those by the individual)?

6 TRAINING AGENDA

The aim of this section is:

- To strengthen existing areas of expertise, and / or ...
- To address perceived gaps in experience, confidence or skill, and thus ...
- To ensure that all areas of the Formation Criteria are covered in the course of IME 2, and also ...
- To address issues raised in supervision and review

What specific areas of training will you focus on during this year?

How does each of these relate to the 7 Formational Qualities?

For each one, what do you hope will be achieved?

What arrangements need to be put in place?

How will you review progress and achievement?

Signature of Curate date

Signature of Incumbent date

Copies of this agreement should be sent to the DDO by the end of September.