THE CHURCH OF ENGLAND

Diocese of Norwich

LLM Training Handbook

2026-2027

Norwich Diocesan Board of Finance Ltd
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Transformed by Christ:
Prayerful, Pastoral, Prophetic

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Welcome!

This handbook will eventually contain everything you need to know to guide you through LLM / LLM training in Norwich diocese. Supplements and additions will be issued to you which you can add to this handbook.

The vision for LLM training which we want to pursue is that of the LLM as Lay Theologian, enabler of mission and leader in Church and Community. As an LLM, you will be theologically trained to read and interpret the Bible and the Christian faith and to read the world around you too. Your task is to help people in your churches and communities make the connections between the two. We hope the training will prepare you to hold some significant ministerial responsibility in time. Later in this handbook you will find the vision we have for LLM in this diocese.

You are embarking on the next step in a vocational journey which will be challenging but rewarding. The staff of the diocesan course and of the Eastern Region Ministry Course, which provides the academic modules, are here to help you in any way we can.

Charles Read

LLM Training Coordinator
Deputy Warden of LLMs

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Whenever you start on something new the amount of information you receive can feel rather bewildering…..



or even terrifying!



First of all ……..FEAR NOT!

The Course Staff are always happy to respond to questions and give support.



There is a meeting for Incumbents / supervisors of those starting training in the autumn and a Summer School in August plus an induction session for new students in July. These should help everyone understand more of what is involved.

Key terms and Abbreviations used in these Guidelines

BAFLLM	Bishop's Adviser for Licenced Lay Ministry (=Warden of Readers)
CA	Common Awards (validated by Durham University)
CMD	Continuing Ministerial Development
CTF	Cambridge Theological Federation
DDO	Diocesan Director of Ordinands (also responsible for IME2 for clergy)
DoPS	Director of Pastoral Studies
DoS	Director of Studies
ERMC	Eastern Region Ministry Course
IME	Initial Ministerial Education (IME1 = before admission / ordination; IME2 = first years of ministry)
Moodle	The website for students and staff of ERMC which contains module information
NTC	Norwich Theology Centre
TEI	Theological Education Institution (Ours is ERMC)

LLM Training Course Staff

LLM Training Co-ordinator	**Rev'd Charles Read** charles.read@dioceseofnorwich.org **01603 882331**
Staff Mentors	**John Ash** **Margaret Gray** **Helen Grogutt** **Rev'd Coryn Stanforth** **Gus Woodcock**
Associate Lecturers	**Rev'd Justine Allain Chapman** **Rev'd Dr Nick Garrard** **Jamie Worthington**
Administrator	**Marleen Madinda** marleen.madinda@dioceseofnorwich.org **01603 882338**

How the Course Works

We are committed to:

- Supporting the mission and ministry of the Church of England in the diocese of Norwich.
- Creating a welcoming, learning, supportive community of students and staff as a model of the church.
- Working in partnership with and being a resource for the students' local churches as an integral part of training for ministry.
- Enabling students training for licensed and accredited lay ministries to achieve their potential in all areas – formationally, theologically and with excellent practical ministerial skills and an instinctive critical reflective practice.
- Appreciating the breadth of the tradition of the Church of England in equipping women and men to engage in ministry and mission in the church of the future.
- Encouraging students to have a vision for ministry that is local, diocesan-wide, ecumenical, national and global.
- Journeying with students '*from student…to apprentice…to colleague'* as their sense of vocation develops and encouraging them to explore the richness of spirituality and prayer.
- Producing men and women who are committed to life-long learning and collaborative ministry and who are able to make connections between faith and life, especially affirming the workplace as a ministerial context.

The overall shape of your training is the responsibility of Charles Read as LLM Training co-ordinator. The academic components are delivered by the Eastern Region Ministry Course (see later).

There are three strands to your training:

A. Academic – delivered by ERMC at Tuesday evening classes and Saturday study days as well as at Summer School in year 1. This consists of modules from the national Common Awards programme at level 4 (Certificate).

B. Practical – most of the learning of practical skills takes place in your benefice, supervised by your incumbent or another minister appointed by us. Often this will relate to academic studies in e.g. preaching, worship and pastoral care.

C. Personal – as you study, you develop as a person and grow into the minister God wants you to be. Your staff mentor and supervisor will talk to you about this and how it is going. The Monday Formation for Ministry groups play an important role in this too.

So you see that, alongside the academic part of the course, you will undertake practical training in your church, supervised by your incumbent or some other person whom we appoint. You will have a staff mentor and attend Formation Groups to help you grow into ministry.

Norwich Theology Centre

This is an umbrella term for the wider remit of the LLM Training Course, especially when its activities include co-operation with the ERMC and/or Norwich Cathedral, for example the Tuesday Evening Teaching sessions.

Staff Mentor

Each student is assigned a Staff Mentor. Wherever possible a trainee LLM has a licensed LLM (or someone now ordained who used to be an LLM) as their Staff mentor. The mentor is the first line of pastoral support and works with each student and Supervisor to review the Training Agreement each year. The Staff Mentor team leads the Formation Group evenings throughout the year and contributes to the annual reporting processes.

Regional Chaplains

There are two Chaplains working with ERMC (Cathy Michell and Rev'd Dr. Stephen Burge). They are available for confidential conversations during residentials/Study Days at High Leigh but play no part in the assessment of, or reporting on, students. They are available to LLM students**.** NB See note on confidentiality later in the handbook.

Academic Components and Resources

Learning Support

At an initial Summer School, at the very start of training, most new students follow a programme of study "Preparing to Learn" designed to help them refresh Study Skills and also learn new techniques that will enable them to participate fully in the course. It is aimed at giving confidence to the diffident and to help those who left school some years ago and have little or no experience of Higher Education. It also introduces various aspects of ministerial formation such as worship, doctrine and pastoral care. We also try to be alert to the needs of people who may have dyslexia or a similar difficulty that affects reading and writing and do our utmost to provide the necessary support. Please tell your staff mentor if this includes you. ***Please do not be afraid to ask for help.***

The University Programme

Most students follow a programme using the Church of England's Common Awards programme, validated by Durham University. LLMs following a two-year programme will exit with a Certificate in Theology but there may be opportunities for further accredited study. You will find details on the Durham University website: Common Awards (Theology, Ministry and Mission) - Durham University (https://www.durham.ac.uk/departments/academic/common-awards/).

The Academic Programme is administered by ERMC

The Eastern Region Ministry Course serves the churches of a Region that includes the Anglican dioceses of Ely, Norwich, St. Edmundsbury and Ipswich, Peterborough, St. Albans and Europe. Sometimes diocese of Chelmsford ordinands train with ERMC. ERMC has partnership agreements with Norwich, Ely, Europe, St. Edmundsbury and Ipswich, and St. Albans for the training of LLMs. Many of their ordinand students learn through weekly attendance at a centre in Cambridge, St. Albans, or at the Norwich Theology Centre (all alongside LLM students) but some learn in dispersed mode, via an online facility, currently Zoom.

For some time, the partners in the region have worked together in close co-operation. The whole ordinand community meets together for 5 weekends a year, one online study day and an annual Summer School. New LLM students from Norwich diocese just attend the initial summer school and most Saturdays of those weekends where material directly related to their academic programmes is delivered. (An overnight stay on the Friday is offered to LLM students to make attendance easier.) Second year LLM students also have four or five Saturday study days. The last residential of the academic year is both an ERMC weekend and the Norwich LLM weekend. There is an online study day in January to which LLM students are invited.

ERMC Office and Staff

1a The Bounds, Westminster College, Lady Margaret Road
CAMBRIDGE
CB3 0BJ
Tel: (01223) 760444

You will find details of ERMC staff and contact details on the ERMC website: http://www.ermc.cam.ac.uk/

You are strongly encouraged to look through the website as we are trying not to duplicate information here that is available there.

ERMC is an associate member of the Cambridge Theological Federation (CTF). The constituent bodies of the Federation are:

Institute for Orthodox Christian Studies	Orthodox
Margaret Beaufort Institute of Theology	Roman Catholic
Ridley Hall	Anglican
Wesley House	Methodist
Westcott House	Anglican
Westminster College	United Reformed
The Cambridge Centre for Christianity Worldwide	
The Faraday Trust for Science and Religion	
Westfield House (Lutheran theological centre)	

Other associate members are:

The Wolf Institute for Jewish Christian and Muslim Relations
Kirby Laing Centre for Public Theology

Every student is entitled to access the theological libraries of the different Federation Institutions. The Principals collectively have issued a 'Statement on the aims of Learning' as a united expression of the vision for the training of all CTF students. Further general information is available at: www.theofed.cam.ac.uk

Common Awards Programme

At every point the training programme is designed to connect with the experience of ministry. In tutorials, assignments and placements, in weekly seminars, study days and the residential programme links between theological study and the practice of ministry will be explored. Each module therefore should not be seen as a discrete piece of learning but rather as contributing to the overall goal of ministerial formation. *As students you are therefore positively encouraged to identify connections between different areas of your training*.

Details of LLM pathways are given below on page 15. Ordinand and LLM candidates follow similar pathways. Most candidates will be trained using the pathways below.

Training begins in August with Summer School and teaching evenings at the beginning of September. You will have received details of the organised courses, usually by May or June of the previous academic year. A personalized timetable is issued by ERMC around summer school.

The Pattern of Tuesday Evening Teaching Nights

If you are attending an evening class, the standard pattern is:
6.00 pm: Hot meal
6.40 pm: Short act of worship led by a student
7.00 pm: Time to use Cathedral/ course libraries or to see individual tutors.
7.20 – 9.30 pm: Teaching sessions, including a short coffee/comfort break.

The venue will sometimes be Diocesan House and sometimes the Cathedral – please see the timetable.

The meal starts at 6pm. Please do try to arrive promptly. If you are going to be a little late it might be good to alert someone so that food can be put aside for you. We should have details of your dietary requirements from the "further Information form" you filled in at the start of training, or from an email you were sent, but if circumstances alter (e.g. you become a vegetarian) please let us know.

Some students, understandably, are not always able to join us for the meal. Numbers are passed to the provider beforehand. It is assumed that you WILL be wanting the meal unless you let us know by Monday lunchtime. We understand that last-minute circumstances may occasionally affect numbers but, since we are charged for the meals ordered, rather than the meals eaten, we reserve the right to reclaim the cost of uneaten meals from persistent offenders!!

At the end of the meal grace will be said by the person responsible for the worship that evening, and any notices given out. Please clear the table completely and make your way to the area set aside for worship.

If there are occasions when you would like family members to eat with us, that is fine, but you will be asked to pay for the meal.

The meal co-coordinator is Coryn Stanforth, to whom all changes of dietary needs, notifications that you will not need a meal etc. should be sent.

Act of Worship

For those learning via Zoom, instructions for this will be issued separately. For an evening class, the service is to last no more than 15-20 minutes. The person leading can draw others into leading, reading, interceding etc. if they wish. If you want music, you will need to find musicians and liaise with them in good time.

Please use the Bible reading as a theme – this is to give us some continuity over the semester. Further details about Tuesday worship will be found in the worship planner.

If you produce an order of service, you may photocopy it at Diocesan House (provided you plan ahead!), but please make sure that:
a) All Copyright details are included at the end (e.g. © Archbishop's Council for material taken from Common Worship)

b) That the CCLI (Christian Copyright International) number is included at the end. The number is 311688.
c) That details of hymns and songs used are emailed to Rebecca Simms at ERMC so that she can compile the CCL returns.

A member of staff will give the leader some feedback at a mutually convenient time after the act of worship.

Please also look at the ERMC document *Corporate Worship at Residentials* for further information on worship in our training programme and the values in worship to which we aspire. Partner dioceses of ERMC have adopted this document as our worship guidelines too.

The Rest of the Evening

Until teaching starts (promptly) at 7.20pm, students are free to make use of the libraries, see individual staff by arrangement, or make themselves a drink if there are facilities for this.

There will be a BRIEF break during the course of the teaching time, but please be disciplined about returning to your session promptly. The evening will end formally at 9.30pm. Those students who have long journeys are encouraged to leave promptly. Others are welcome to stay on to ask questions, use the library or ….. to help with clearing up and washing up!

Residential Weekends/Study Days

The weekends are planned and run by ERMC for year 1 LLM. Year 2 LLMs have a programme planned by the LLM training course and held separately – usually at Diocesan House. Ordinands are residential for the whole weekend (arriving from 5pm on the Friday evening and concluding with lunch on the Sunday). When LLMs attend for the Saturday (9am-4pm), there is the offer of staying overnight on the Friday at no cost to the student (from 2025 this will probably be off-site rather than at High Leigh.) The day includes a collective act of worship and lunch is provided during the day. Clear directions will be made available prior to the weekend but we are nearly always at High Leigh. If you are to attend these, you will be notified on your timetable. LLM study days are discussed below.

On the Saturday the material covered will directly relate to the CA modules being studied (in year 1). The format may include input, group work, workshops and plenary sessions.

You are strongly encouraged to note the dates straight away to avoid clashes with family holidays etc.

Pathways

There are currently two pathways through LLM training with a third (Youth and Childrens Ministry) also potentially on offer.
(A) The pathway for those who might be called 'generalist' LLMs – those who feel called to general and wide-ranging church ministry and mission.
(B) The pathway for those called to be pioneer ministers.

This table gives a summary of these two pathways. You will see that the two pathways share many components and students are taught together.

General Pathway	***Pioneer Pathway***
Year 1	
Summer School: Prepare to Learn	Summer School: Prepare to Learn
Practical work in your own church	Practical work in your own church focussing on mission / pioneering
Autumn term evening classes: New Testament	Autumn term evening classes: New Testament
Spring term evening classes: Pastoral Care	Spring term evening classes: Pastoral Care
Summer term evening classes: Old Testament	Summer term evening classes: Old Testament (not for credit)
Study days on Worship and Preaching	Study days on Worship and Preaching
Year 2	
Practical work in your own church	Practical work in your own church focussing on mission / pioneering
Autumn term evening classes: Spirituality	Autumn term evening classes: Mission Entrepreneurship (practice) and pioneering placement (Option to do Spirituality not for credit)
Spring term evening classes: History and Doctrine	Spring term evening classes: History or Doctrine
Summer term evening classes: Ethics and Mission	Summer term evening classes: Ethics and Mission
Study days on Bible, Doctrine and History, with mission emphasis	Study days on Bible, Doctrine and History, with mission emphasis

NB Sometimes students will not follow either of these pathways but will have a tailor-made pathway.

For credit or not?

Your programme will have some modules that you take for credit and some that you do not. Full details will be given to you by the ERMC. At the start of the first year, we will check with you that you understand what your academic programme is.

Placements

Students studying with the LLM training Course undertake a placement during their time, in the Autumn term of their second year.

The placement is in a benefice that is in some way different from your 'home' parish. This might be a different context (urban/rural), a different benefice model (multi-parish/single church), different demography of congregation (mostly elderly/lots of families with children), leadership (male/female), or ecclesial tradition (high/low) etc. It is not necessary to choose a benefice where EVERYTHING is different! For those on the pioneer pathway, the placement must have a significant mission or pioneering element.

This placement will not be assessed as an academic module. Details of the placement will follow nearer the time.

It is worth noting that, for all students, while they are on placement in another church, they should be released from all responsibilities in their home church.

Formation Groups

Twice a term the LLM candidates meet together with staff mentors in formation groups. These groups meet on a Monday evening from 7.30pm until 9.30pm at Diocesan House.

Formation Groups are planned to help students make the most of the modules, relate them to their own situation, and integrate their studies into their personal faith and future ministry.

The ethos of the groups is often quite informal, but students should be aware that attendance is not optional, as the group exists to learn together and from each other to promote formation. Some information will be given in this context and some skills acquired that are not easily gained in other ways.

At the moment, we are running a two-year rolling programme of Formation Groups and putting the two year groups together for part of the evening and having separate year groups for other parts. In the groups we look at:

- How you are getting on with training and formation
- Practical matters like writing your next assignment
- Issues like chaplaincy, intercession or mission
- Issues around the nature of LLM ministry, including looking at the admission service, the oaths you will take and the training/ formation criteria

There is space for you to bring any issues you want to discuss.

Sunday Visits

About three times in the year all the LLMs with their spouses/partners, friends and children (if any and if they want to come) will visit the church of one of their members when it is expected that the member will be preaching and maybe leading part of the worship. After the service everyone will meet to discuss with members of the congregation the present life and mission of the church in the parish/benefice and then maybe to review the service and sermon. All then come together for lunch when each LLM is asked to bring some food that can be shared. Students should have no other duties for the rest of that Sunday. The purposes of the day are:

- To enable the LLM Training Coordinator to see students at work in their home churches;
- To give all students a chance to experience the range of types of parish and churchmanship across the diocese;
- To give all the students the opportunity to better appreciate and support each other by their presence in their home parishes;
- To encourage critical reflection on mission, worship and preaching in context;
- To provide a social occasion in which students and spouses/friends and children can meet;
- To give the congregation greater awareness of the LLM training course.

Preparation required

(1) The LLM Training Coordinator will agree a date with the host student that suits the incumbent and the parish's pattern of worship. Generally, the warmer and more accessible churches will be visited in the winter.

(2) In consultation with the incumbent the host student will:

(a) Agree details of the service, any advance publicity for the parishioners and who will welcome the visitors at the start of the service.

(b) Arrange for a member/members of the congregation to speak to the group for about ten minutes after the service about the present life and mission of the church in the parish, and then answer questions. This might also include the incumbent or other clergy/LLMs.

(c) Arrange venues for the after-service meetings and for lunch.

(d) Provide instructions for fellow students. Instructions should include:

(1) Name of church

(2) Type of service

(3) Time service begins

(4) Sketch map showing how to get there or postcode for satnavs.

(5) Where after service meeting will be held

(6) Any information about car parking, toilets, where food may be left, provision of drinks, need for warm clothing etc.

Some time should be allowed to chat informally with members of the congregation immediately after the service.

It will be helpful if drinks can be provided after the service and during lunch. The host student need not provide food but simply arrange for crockery and cutlery. The visitors will bring the food and are there to support and to learn rather than award stars.

The lunch buffet with crockery and cutlery is usually set out before the start of the service or after the review of the service. Students and their spouses/friends/partners and children are **all** invited to contribute to the discussion and to ask questions about the service and sermon they have participated in. Neither the host spouse/partner nor other spouses/partners should feel so burdened with 'lunch' arrangements that they are excluded from the collaborative discussion. Church members can sometimes be involved in helping behind the scenes. The Incumbent and spouse/partner should be invited to the lunch.

Practical Learning

You will learn practical ministry skills mainly in your local context. Depending on your specific pathway and academic programme, we recommend focusing on these aspects in each year:
Year 1: planning and leading worship; pastoral care
Year 2: mission; pastoral care
This is not set in stone and the staff mentor will advise you and your supervisor. If you are on a specialist pathway such as the lay pioneer pathway, this will need to feature in your practical training, which will mean a reduction in what else you can do.

The academic programme will include some practical help and teaching, for example on planning worship, and we occasionally offer workshops outside this on e.g. voice production.

Make use of the ministry skills checklist (provided with your training agreement) to monitor how you are doing with acquiring and honing practical skills.

Safeguarding

As LLM students, you must comply with safeguarding requirements from both the Diocese of Norwich and ERMC. These are entirely compatible and are largely common sense. You can see the ERMC safeguarding policy at Safeguarding-Policy-revised-2025.pdf (https://www.ermc.cam.ac.uk/wp-content/uploads/2025/07/Safeguarding-Policy-revised-2025.pdf.) (Link from the front page of the ERMC public website).
The diocesan policy and procedures are at Safeguarding - Diocese of Norwich (https://www.dioceseofnorwich.org/safeguarding/)

If you have a safeguarding concern, you should speak to one of the following people:

- Charles Read (ERMC safeguarding lead and LLM training co-ordinator, safeguarding lead for Norwich LLM training and NTC) (contact details on p. 5)
- Your staff mentor
- Sue Brice / diocesan safeguarding team (contact details on diocesan website – see above – or emergency contact details safeguarding@dioceseofnorwich.org 01603 882345)
- In an urgent case, where there is immediate danger of harm, phone the police.

Training

On entering training, you should have a current, valid DBS check and have completed the Basic Awareness and Foundations courses. By admission / licensing, you need to have completed the leadership module and the Awareness of Domestic Violence module. You may well need to complete other training both now and later. We strongly advise that you take the Modern Slavery and Safer Recruitment modules. The diocesan website sets this out: Safeguarding Training - Diocese of Norwich (https://www.dioceseofnorwich.org/safeguarding/parish_support-safeguarding-training/)

Please note, the bishop will refuse to admit and license you if this training is not completed.

Confidentiality

For ease of practice, we follow the ERMC confidentiality policy. This has recently been revised and will soon be found on the ERMC website. In essence as regards the LLM training course:

- We have a duty to report on your progress (not just academic progress) to the BALLM and the Bishops
- We work collaboratively with ERMC staff on oversight of your progress
- More details on formal, written reporting are given later in training
- The staff team maintains a policy of collective confidentiality. Information is shared as needed and not as a matter of course. Anything shared with a mentor may be shared with the training

coordinator or other members of the staff team where this is necessary for the student's formation or support.

- Students should be aware that the normal boundaries of confidentiality will always be qualified where there is a legal obligation to make a disclosure to a third party, or significant risk of harm to themselves or to others, or the disclosure of information which may give grounds for concern about the suitability or readiness of a candidate for licensed (or other) ministry
- ERMC chaplains are available – see the ERMC document for how confidentiality applies here
- See the ERMC document for how this applies to Saints Groups
- Support may also be found within the diocese from, e.g., Jane Keaton. You are strongly encouraged to have a spiritual director.

Personal and Ministerial Development

Yor mentor and your supervisor will have regular conversations about your progress, including your development as a minister and as a person. Formation for ministry is a subset of general Christian discipleship.

From September 2025, we are going to use Personal Development Plans as a tool for this. More details will be issued later.

The ministry skills checklist is another helpful tool in seeing how you are getting on.

Ministry Formation Criteria

You are selected for training against a set of national criteria, and we report on you to the BAFLLM and bishops using these. You will find it helpful to refer to these periodically during training, not least to help you monitor your personal growth and progress. The document with these on it will be sent to you separately but the headings are:

- Love for God
- Call to Ministry
- Love for People
- Wisdom
- Fruitfulness
- Potential

A Note on Communication

Since we see each other once a week, at most, we have to be vigilant regarding communication. Students sometimes complain that they have not been told something only to confess later that they do not read emails they are sent by ERMC or by the Diocese!

We try to use three means to tell you things:

1. Email – please check your emails regularly and ensure we have an up-to-date email address for you. Make sure ERMC also knows if you change email address.
2. Notices at Tuesday meals.
3. We aim to post key documents on the diocesan website (Training for Licensed Lay Ministry - Diocese of Norwich) and you need to look at Moodle for other material too.

Inevitably, there will be times when communication does not run as smoothly as it might – please let us know if something is amiss so we can correct it.

This file is deliberately loose leaf so you can add documents to it as they are issued.

A Note on GDPR

We will not share information about you with anyone else except:

1. Your contact details, dietary needs etc. where you have consented to this. (And we can't run the course for you if you don't!)
2. Information about your progress, academic and formational, with those who need to know it, such as the Warden of LLMs.

Professional Standards

While LLM is a volunteer ministry, the church expects all ministers to adhere to high standards of behaviour. Usually, it is obvious what these would be but there are two documents with which you should make yourself familiar which spell it out. One is the diocesan code of practice for LLMs which includes details of the grievance and disciplinary procedures relevant to LLMs. The other is the national guidelines on the use of social media. We strongly encourage you to look at the latter if you are active in posting online. It is sadly not uncommon for clergy and L LMs to get into trouble with their social media posts. On the other hand, this is a good way to engage with people and is a key means of mission and evangelism in the contemporary world, so we do need to understand how to be present online.

You can find the first document here: https://www.dioceseofnorwich.org/wp-content/uploads/2024/02/LLM-Code-of-practice-with-procedures.pdf NB As the Diocesan website is updated, this link may change.

The second is here: https://www.churchofengland.org/help/social-media-guidelines