

BLACKBURN DIOCESE IME2 HANDBOOK

Curates Training for Incumbency

**'You cannot bear the weight of this calling in your own strength,
but only by the grace and power of God.
Pray therefore that your heart may daily be enlarged
and your understanding of the Scriptures enlightened.
Pray earnestly for the gift of the Holy Spirit.'**

The Ordinal

Contents

Welcome to IME2	3
THE SHAPE OF THE IME2 PROGRAMME	4
AN ANNUAL THEME	4
PORTFOLIO	6
SHAPING THE 3rd YEAR OF CURACY	6
TWO PRACTICAL PROJECTS	6
PLACEMENT	7
THE MINISTRY AGREEMENT	8
SUPERVISION	8
IME2 FORMATION SKILLS CHECKLIST	9
CURACY EXPENSES	9
FURTHER STUDY DURING CURACY	9
END OF CURACY ASSESSMENT	10
THE CURACY PORTFOLIO DETAILS	10
END OF CURACY PROCESS	11
HELP SHOULD THINGS GO WRONG	11
ROLE OF THE START OF MINISTRY OFFICERS	12
SUPPORT DURING YOUR CURACY	12
WORKING FROM A PLACE OF REST	12
PASTORAL SUPPORT	12
SPIRITUAL SUPPORT	12
FINANCIAL SUPPORT	13
SICKNESS, SPECIAL LEAVE & ADDITIONAL SUPPORT	13
ADDITIONAL LEARNING NEEDS	13
MOVING ON FROM CURACY	13
APPENDIX 1 ~ MINISTRY AGREEMENT	15
APPENDIX 2 ~ SUPERVISION RESOURCES	19
APPENDIX 3 ~ SKILLS CHECKLIST	23
APPENDIX 4 ~ THE SEVEN QUALITIES	34
APPENDIX 5 ~ Timeline for the end of curacy assessments	35
APPENDIX 6 ~ Application for further study	36
APPENDIX 7 ~ Additional learning needs	37

Welcome to IME2

Welcome to IME2, for curates and training incumbents, this is a new relationship and a further step in your journey as a disciple of Christ and ordained leader in the Church of England. Curates bring energy, vitality and enthusiasm into the Diocese, they are our future incumbents and leaders.

This Curacy is beginning at an exciting time for the Church in Blackburn Diocese. As a Diocese, we are committed to enabling and equipping our curates for fruitful and sustainable ministry in God's dynamic world. Following the tremendous success of Vision 2026, we have worked towards being "Healthy Churches Transforming Communities". We are now in the process of discerning God's will as we renew the Diocesan vision.

Initial Ministerial Education is normally divided into two parts: IME Phase 1 is pre-ordination and takes place in the context of a course or college and IME Phase 2, which is the post ordination phase takes place in curacy. A compulsory part of IME2 is the learning residentials and day training events, the dates for these are published well in advance to enable you to plan parish ministry around these sessions.

All curacies in Blackburn Diocese offer opportunities for curates to continue growing in the skills, knowledge and understanding that are foundational to Christian leadership in the future. More than this, we want to see curates deepen and grow in their Christ-like character as they continue to become the people God has called them to be.

Therefore, a crucial aspect of IME2 is to enable the curates to develop their strategic leadership skills, each curate undertakes leadership projects that last the life of the curacy. This will enable them to see a project through its full lifecycle, from initial stages, training volunteers, growing the project and raising up leaders to hand over to at the end of the curacy.

As both curates and training incumbents settle into your roles, some questions may arise which are outside the remit of this handbook. We would encourage you to draw upon the wealth of support that we have for our curates in IME2, below are the contact details for the team that supports IME2 who are happy to answer queries.

Start of Ministry Officers

Rev Helen Scamman	helen.scamman@blackburn.anglican.org	07483 948 386
Rev Jon Price	jon.price@blackburn.anglican.org	07483 948 380

Director of Ministry

Rev Canon Anne Beverley	anne.beverley@blackburn.anglican.org	07841 742 022
-------------------------	--	---------------

Events Co-ordinator – Growing Leaders

Claire Beattie	claire.beattie@blackburn.anglican.org	07484 548 653
----------------	--	---------------

IME2 is overseen by The Bishop of Lancaster

Rt Rev Dr Jill Duff	bishop.lancaster@blackburn.anglican.org
---------------------	--

AIMS OF IME2

As well as being rooted in the new Formation Qualities, our work in IME2 is shaped by Vision 2026. This vision is for **healthy churches transforming communities**. We work to achieve this by making **disciples** of Jesus Christ; being **witnesses** to Jesus Christ; growing **leaders** for Jesus Christ; inspiring **children** and **young people** to raise up a new generation for Christ.

These 4 strands of the Diocesan vision are firmly embedded in IME2 both in terms of content and in terms of location and placements. Our aims are to:

- Equip curates to preach the Gospel, tell people about Jesus and grow disciples – in both parish and chaplaincy settings.
- Develop the character, knowledge and skills required for the practice of effective, Christ like leadership and to form clergy who have the strategic capabilities to implement Vision 2026 to build healthy churches that transform communities.
- Further enhance curates' ability to interpret their contexts, anticipate potential issues and navigate complex interpersonal relationships in ministry.
- Encourage learning through reflective practice drawn from personal experience that includes theological insight.
- Emphasise the importance of self-awareness and self-care for long-term sustainability in ministry.
- Create a mutually supportive community of learners and a culture of grace and graciousness towards one another.
- Nurture a passion for ministry in Lancashire that 'gets under the skin' of curates and sees us sustain our high curate retention rates.

THE SHAPE OF THE IME2 PROGRAMME

AN ANNUAL THEME

Each year IME2 will focus on one of the three themes drawn from Vision 2026; Witness, Leadership and Discipleship, together with explicit attention each year to the fourth; Inspiring Children and Young People.

Discipleship

- The continuing development of the curate as a disciple of Jesus Christ and their own growth in holiness.
- Growing disciples in the local church.
- Preaching and teaching.
- Pilgrimage.

- Leading worship and teaching people to pray.
- Spiritual direction and confession.
- Developing children and young people as disciples.

Witness

- Mission and evangelism, church planting, church growth, Fresh Expressions etc.
- Working with schools, children and young people.
- Faith sharing.
- Issues around the common good.
- Understanding the mission context, including Presence and Engagement, rural and urban parishes.
- Occasional Offices.
- Communications.
- Environmental Stewardship.

Leadership

- Growing as a leader and understanding leadership styles.
- Fostering lay leaders in the local church.
- Exploring the relationship between leadership and the historic three-fold order.
- Leading ministry to children and young people and fostering young leaders.
- Running a PCC, church administration, finance and buildings.
- Understanding the structures and canons of the Church of England.

This content will be delivered in the following ways:

1. Two residentials per year, one in the Autumn term and one in the Spring term. During the year on Discipleship, there will also be a pilgrimage. Teaching will be delivered by external speakers, bishops and others from Blackburn Diocese.
2. Up to eight full-day teaching events each year.

The Start of Ministry Officers devise the programme, in consultation with the Director of Ministry, and taking into account feedback from curates.

Curates, please diarise IME2 study days and residentials and make sure your training incumbent is aware of them too. When a day clashes with a day off, an alternative day off should be taken. Please arrange holidays so they do not clash with IME2 study days or residentials. If you are unable to attend an IME2 study day or residential because of illness or other extenuating circumstances, please let one of the Start of Ministry Officers know. If a curate does miss a study day or residential because of illness or extenuating circumstances, they may need to engage in further learning.

Curates who are training for associate level ministry follow a different pathway, with alternative requirements.

PORTFOLIO

To evidence growth in ministerial competency, strategic leadership, spiritual formation and pastoral experience, we ask all curates to complete a number of assignments to form their 'portfolio'. This is a significant piece of work which will form the basis of the end of curacy assessment and give us confidence that our curates are meeting the relevant formational qualities. This handbook outlines what is required with a dual emphasis on committed engagement in parish ministry alongside participation in IME2 training sessions.

SHAPING THE 3rd YEAR OF CURACY

Before embarking on the third year of curacy, curates and training incumbents should take time in supervision to consider the journey of the previous two years and to plan ahead so that the curate is prepared for the end of curacy. This may involve:

- Ensuring that there is a plan in place for a placement (if this has not already happened)
- Considering whether the different elements of the portfolio, including the projects will be completed successfully by November.
- Taking a view on the ministry and leadership formation that has occurred, with reference to the order of the curate, (priest or deacon).
- Reviewing the pattern of ministry for the third year, possibly by drafting a new ministry agreement.

TWO PRACTICAL PROJECTS

All curates are also asked to bring together a team of lay people and to lead **two** practical projects that match their gifts and the needs of the parish. These tend to be exciting pieces of work, some of which have had long lasting effects.

1. DISCIPLESHIP PROJECT

To lead on a project that will develop laypeople as disciples – e.g. nurture course, pilgrimage or residential event.

2. WITNESSING PROJECT

To lead on an evangelistic initiative such as developing a new worshipping congregation – e.g. Messy Church, a parish missional event or leading an evangelistic course.

WHAT WE'RE LOOKING FOR

- The projects are designed to inspire the curate – not be hoops to jump through.
- Significant work over a period of time to enable the curate to develop and demonstrate their strategic leadership skills. (The projects should not be TI led).
- Understanding of the ministerial context and local theology.
- Understanding of the curates' own missional gifts and calling.
- Collaboration with a lay team (and succession planning where required).
- Written reflection on aspects of the learning experience (see below).

PLACEMENT

LEADERSHIP PROJECT

All curates are asked to undertake a three week placement during their curacy in consultation with their TI and one of the Start of Ministry Officers.

The main purpose of the placement is to provide an opportunity to experience and reflect on Christian leadership, in a context that is either new or complementary to that of the training parish/benefice. The placement is normally supervised by the incumbent of the placement church, or the person with the authority in a non-parochial placement. The placement supervisor will be asked to write a report once the placement is completed. This report will need to be included in the curacy portfolio (see appendix 5).

The placement should enable development of the curate's understanding of leadership in ministry beyond that of their current context. For many curates, the placement will look forwards to their first incumbency, but it can also be a chance to gain experience of some different or specialised ministry to which the curate feels drawn. For curates wishing to complete a chaplaincy placement in prison, please allow at least 12 months to complete the vetting process.

It's important the TI understands that the placement will be a full time (or full-time pro rata) learning experience where the curate will be effectively absent from their own context during the placement. The placement usually takes place after the curate has been priested and is completed by the end of their third summer of curacy.

*****It is important that one of the practical projects or the placement MUST have a significant element of ministry with children and young people.*****

THE MINISTRY AGREEMENT

Every curacy is different and so we ask every curate and TI to work out an individual ministry agreement. A template ministry agreement is included in appendix 1. The key is to have honest and open conversations, to name and think through expectations on all sides, and to begin to understand one another's gifts and characters.

You may want to start working on this together even before ordination but must have completed a draft by the end of September. A copy of your Ministry Agreement needs to be forwarded to one of the Start of Ministry Officers to ensure that it meets Diocesan IME2 expectations. The result is not a contract but a working document that should be reviewed at least once a year, amended as necessary and forwarded to the Start of Ministry Officer.

SUPERVISION

REGULAR, FOCUSED, DISTINCT.

Regular, focused reflection with TIs is vital to the curate's formation and ministerial practice. Both parties have equal responsibility for ensuring that regular supervision takes place, and both are involved in setting the agenda. Supervision should be distinctive from staff meetings, other planning or line management. At its heart it should be a **shared** reflective practice and mutual learning, rooted in the process of noticing, digging down, relating ministry to faith, discipleship, leadership, theology and real change.

There is no one way to do this. TIs and curates are encouraged to explore together and to discover what works best. As different people with different expectations, communication styles and learning preferences; time may need to be spent together working out the model of supervision that best suits both curate and training incumbent. One of the earliest supervision priorities should be spending time understanding each other's disposition and ways of working and communicating. Think about practicalities, such as where to meet, structure of meetings, how the agenda will be set, and boundaries.

Supervision should last approx. 60 – 90 minutes every fortnight at first, perhaps changing to 90 – 120 minutes every month over time. This is distinct from regular catch up meetings which should be happening weekly.

There is a template supervision session in **appendix 2**.

IME2 FORMATION SKILLS CHECKLIST

The 'Formation Skills Checklist' is designed to be used alongside the Qualities Framework and your Ministry Agreement. The checklist will be updated by the curate in consultation with the training incumbent as a way of identifying current learning and areas for ongoing formation.

For reference:

Appendix 3 ~ Formation Skills Checklist

Appendix 4 ~ The Seven Qualities

If the parish can't offer a particular experience which a curate seeks or needs then arrangements can be made with neighbouring parishes in consultation with the training incumbent. Placements further afield can be made in consultation with the training incumbent and the Start of Ministry Officers.

CURACY EXPENSES

All working expenses should be fully remunerated by the parish or benefice. Most parishes adopt the practice of a TI signing off expense claims, rather than a curate apply directly to the treasurer, but practice will differ from parish to parish. TIs will offer guidance. In addition, this [link](#) to the Church of England website may provide helpful guidance as to what can be claimed, according to HMRC.

For tax reasons, we recommend that new curates cultivate a habit of making records of all actual mileage and expenditure and claiming on the basis of this, rather than accepting a monthly or annual sum which, if not justified by such records, will be liable to tax. Keeping a notebook and pen in your car to log journeys is a good idea.

The start of ministry officers are available to provide advice and support on all matters relating to expenses.

FURTHER STUDY DURING CURACY

In order that curates may engage fully with their new ministry and adapt to life as a public minister it is the Diocese of Blackburn's policy that they should not begin further accredited (e.g. university) study during the first year of curacy.

If a curate wishes to consider further study they should discuss this with their training incumbent and the Start of Ministry Officers in the first instance. Please see **appendix 6**.

END OF CURACY ASSESSMENT

The Church of England has identified seven qualities which priests are expected to develop during initial training and then into curacy – please see appendix 5. All curates are expected to compile evidence of their engagement with the key formation qualities and capability to continue in ministry in their portfolios.

THE CURACY PORTFOLIO DETAILS

The portfolio is the main means of assessment at the end of curacy. A good portfolio will demonstrate all the Formational Qualities in different ways with a range of evidence. A curacy portfolio needs to include:

- An 800-1000 word reflection on each of the three annual themes – Leadership, Discipleship and Witness. Each reflection should include:
 - An outline of how the curate's theological understanding of the theme has developed
 - An indication of how this has impacted on their practice
- An 800-1000 word reflection on the Discipleship Project & Witnessing Project. These should include:
 - A brief outline of the project
 - An assessment of what went well
 - Learning points for the future
- An 800-1000 word report on the Placement. This should include:
 - A brief description of the context
 - A reflection on what the curate learnt about leadership during the course of the placement
- A Sunday sermon (this can be presented in either **written** or **video** format)
- The outline of a children's or all age talk
- A plan for a school assembly
- A case study describing the preparation of a family for one of the occasional offices
- A report from the training incumbent, the placement supervisor, and a lay reference.

COMPLETING THE PORTFOLIO

The portfolio should be sent in **PDF format** and include an **index**.

It should include a cover page that includes name, the type of ministry selected to train for (permanent deacon/ assistant minister/ incumbent), the year deaconed and priested, and the name of title parish.

END OF CURACY PROCESS

During September, in the final year, curates will be paired with end of curacy assessors – usually two experienced clerics from within the diocese. Curates should contact their assessors as soon as possible to arrange an assessment date. Curates should forward their assessors and Start of Ministry Officers copies of their completed portfolios by the end of November. Assessments take place in between December – mid-January and take the form of an interview which will be based on the evidence presented in the curacy portfolio. Once the interview has taken place the curacy assessors write a report, complete with a recommendation to the bishop. The bishop will then meet with the curate personally to confirm the curacy has been successfully completed. More information can be found in appendix 5

It is the responsibility of the curate, with the help of the training incumbent, to ensure that the curate has met each of the qualities by the end of their curacy: careful planning at the outset and during the curacy, is strongly encouraged.

HELP SHOULD THINGS GO WRONG

It is quite normal for difficulties of one kind or another to arise during curacy. Clear expectations, along with regular supervision sessions are key opportunities for issues to be discussed.

Matters of concern should be raised gently but also clearly by the curate and/or TI as soon as they arise. Where possible avoid blame or general complaints, acknowledge if things are difficult and suggest what might work better next time.

If serious issues or difficulties persist, the following outlines the process to be followed:

- **Contact a Start of Ministry Officer** to discuss the concern. Although conversations are informal, they may let others (e.g. Director of Ministry, Archdeacons, Bishops, Safeguarding Officer or HR), know about any issues so they can be properly addressed. Contact details for the Start of Ministry Officers can be found at the beginning of this handbook.
- **Curate to meet with a Start of Ministry Officer.** A meeting often enables matters to be clarified and a way forward to be identified. If not then...
- **All parties involve meet together.** Your Start of Ministry Officer, or someone else, might facilitate a conversation between, for example, the curate and TI to address the concern. If the matter remains unresolved, then...
- **The Director of Ministry** is advised and they determine the next steps in consultation with other senior clergy.

ROLE OF THE START OF MINISTRY OFFICERS

Whilst the curate - incumbent relationship is the primary context for training, the start of ministry officers are here to oversee the IME2 programme and support both curates and TIs. Should any difficulties arise, please be sure to make contact early on. It is always much easier to help sort a small problem than it is when it has been left to develop into a more serious issue.

SUPPORT DURING YOUR CURACY

WORKING FROM A PLACE OF REST

Once a month we encourage clergy to take a 48 hour rest period, and in the remaining weeks of the month to take a rest day and a light day. The expectation is that the maximum working week will be 48 hours, with an entitlement to 6 Sundays off a year. All clergy in Blackburn Diocese are entitled to an uninterrupted rest period of at least 24 hours in each period of seven days.

These arrangements are to be made in consultation with the TI, and whilst rest is a priority, some flexibility may be required from time to time, for example a rest day may have to be re-arranged to accommodate the needs of ministry and IME2 training.

PASTORAL SUPPORT

Even in the early days of ministry stresses can begin to surface. All curates are able to access support from the Inter-Diocesan Counselling Service ([Inter-Diocesan Counselling Service – Blackburn, Carlisle, Chester, Liverpool & Manchester](#)). This is a confidential service and no one will be aware you are accessing this.

We have an Assistant Archdeacon for Clergy Wellbeing, Revd Canon Neil Kelley, and he is available to signpost curates and TIs to conversations that might be helpful. neil.kelley@blackburn.anglican.org

More information can be found on the Clergy Wellbeing page of the Diocesan Website [Clergy wellbeing | The Diocese of Blackburn](#)

SPIRITUAL SUPPORT

All curates are expected to establish their own support structure to nurture their spiritual and professional lives. At a minimum this will include having a Spiritual Director with whom they can talk in confidence about their ministry and their prayer life. It is expected that a newly ordained curate will meet with someone to discuss his or her spiritual life from the outset.

Revd Mary Ashton is the Warden of Spiritual Directors, who can arrange to pair you with a spiritual director. She can be contacted on spiritualdirection@blackburn.anglican.org

FINANCIAL SUPPORT

Curacy can sometimes place a strain on household finances, particularly during the transition from college or work to stipendiary ministry. Please do not be embarrassed to ask for help.

This can be raised discreetly with one of the Start of Ministry Officers, or the Director of Ministry. The Clergy Support Trust also offers a range of grants and support.

The Clergy Support Trust can help with funding holidays ([Helping Anglican clergy and their families in times of need | Clergy Support Trust](#)) as can the English Clergy Association ([Welcome to the English Clergy Association](#)).

SICKNESS, SPECIAL LEAVE & ADDITIONAL SUPPORT

All stipendiary curates are required to report time off sick by phone or email to their incumbent and a member of the HR team at Clayton House. Although curates are technically office holders, in the case of long-term sickness, curates are still entitled to statutory sick pay.

In the case of unforeseen emergencies, particularly regarding children or dependents, the Diocesan Bishop can grant a period of special compassionate leave. If and when the need arises the curate should e-mail the Diocesan Bishop, copying in the TI and the Start of Ministry Officer. Under common tenure, curates have the same legal rights to paternity leave, maternity, and adoption leave as diocesan employees.

The curate is responsible for advising the TI of all absences, so the TI can help the curate to arrange cover. [Please find more information regarding sickness, special leave and additional support.](#)

ADDITIONAL LEARNING NEEDS

If a curate has any additional learning needs that affect their ability to participate in IME2, or to participate fully in ministry in the parish, they should contact their Start of Ministry Officer in the first instance. They may then need to be put in touch with the Diocesan HR Manager, to assess any workplace support that may be required.

Appendix 7 provides signposts to various support organisations. It also highlights specific organisations who may support those with disabilities or additional learning needs.

MOVING ON FROM CURACY

One of the aims for our IME2 programme in the Diocese of Blackburn is to instil a passion for spreading the Good News of Jesus across Lancashire. It is the diocesan aim to move at least 80% of curates into posts of first responsibility within the diocese. To this end it is important to ensure that lines of communication between the senior team and the curates remain open. Conversations about your next steps will begin shortly after your successful sign off.

START OF MINISTRY LEARNING COMMUNITY

IME2 is part of a broader 5-year formation programme. The first three years are focused on IME2 (Initial Ministerial Education, Phase 2), which supports curates during their early years in ordained ministry. This is followed by two years in a new learning community specifically designed for newly appointed incumbents. Together, these five years reflect our commitment and investment in supporting curates and incumbents at the crucial early stages of their vocation and ministry leadership.

APPENDIX 1 ~ MINISTRY AGREEMENT

Curate

Category of ministry

Incumbent

Parish(es)/Benefice

Note for curates:

This agreement is primarily to help you to establish a pattern for prayer and ministry that will see you grow in your ministry leadership formation. It includes information about the training incumbents' responsibilities as a means of illustrating the extensive scope of parish ministry and to highlight areas where you may wish to gain experience as you progress through your curacy towards your first post of responsibility.

Note For training incumbents and curates:

It's important both parties remember this is a 'live' document that will need to be regularly re-visited during supervision sessions and amended as the curacy develops and takes shape. It should be reviewed formally on an annual basis.

Ministry Framework	Curate	Incumbent
Usual expectations of ministry		
Day(s) off (free from parish, IME or other ministry commitments)		
Annual leave – how and when arranged		
Dedicated time for personal study		
Quiet Days, retreat		
Sundays and other worship	Curate	Incumbent
Leading services (frequency each month)		

Preaching (frequency each month)		
Attendance when without specific commitment		
Midweek worship		
Leadership opportunities	Curate	
Discipleship project (see page 8)		
Witnessing project (see page 8)		
Other (leading an area of church life, congregation etc)		
Prayer together	Curate with Incumbent	
How and when will you get opportunities for prayer together? (A weekly pattern of prayer is suggested)		
Attendance at Meetings	Curate	Incumbent
PCC/DCC Meetings		
Church Committees/Groups		
Chapter and Deanery Synod		
Churches Together, Interfaith groups or equivalent		
Other	Curate	Incumbent
Administration and finance		

Expenses of office		
Professional Development		
Spiritual Growth and Development		
Mutual Expectations (Optional)		

Curate's main areas of work and/or responsibility

Ministry profile – key areas:

Main areas of ministry and/or responsibility			
Area of Ministry the curate will lead on:			
Children/youth	Growing Leaders	Making Disciples	Being Witnesses
Particular commitments or memberships within church or community			
Schools	Residential Homes	Community Outreach	Civic/Other

Supervisions

Pattern of meeting, frequency, time, venue and length

Staff / Ministry Team Meetings (where applicable)

Pattern of meeting, frequency, time, venue and length

Signed: (Incumbent) (Curate)

Dated:

Signed: (Start of Ministry Officer)

APPENDIX 2 ~ SUPERVISION RESOURCES

SUPERVISION – SETTING THE SCENE

- It is both the responsibility of the curate and the TI to set the agenda for supervision sessions.
- Keep in view recent experiences and development, ongoing reflection of general practice and specific areas of ordained ministry.
- There should be an element of review from the previous sessions.
- Supervision is the ideal vehicle to discuss relationships (e.g. TI/Curate/PCC/Wardens etc)

Information for Curates:

To help curates identify an appropriate ministry experience or topic for discussion in supervision these questions may be useful:

- What have you found most affirming about your ministry recently?
- What has been most challenging?
- What experience or event has extended your sense of God's presence in the world? (You may want to reflect on this in light of previous assumptions or expectations).
- How is your leadership style developing?
- Comment on what development you see in your skills for ministry, and how you used them.

To identify areas related to ongoing general practice, these questions might be helpful:

- What are you discovering about your own style of collaborative ministry when working with other ministers and laity?
- What do you notice as you reflect on the development of your devotional life both personal and in public?

Over the course of the curacy, please use headings from the IME2 skills checklist as a framework for conversation to ensure all requirements are met – see appendix 3

SUPERVISION – TEMPLATE FOR NOTE TAKING

Unlike some dioceses, there is no compulsion to keep a journal or record everything. However, it is well worth noting significant moments throughout the curacy, in order to establish a pool of evidence for the end of curacy portfolio. The following proforma may help.

Before meeting	Date, time & venue
	Topics to be raised
	Progress made since last meeting
	How are you feeling? (1-10)
Actual meeting	Reflections and insights
	Actions to take
	Date, time & venue of next meeting
	Signed by both

Information for Training Incumbents

STRUCTURING A SUPERVISION SESSION

Incumbents are responsible for overseeing the process of the supervision session. There are many ways in which supervision sessions can be structured. Below are some key principles and questions the TI might like to consider when structuring supervision sessions.

Contracting

- What are you both hoping to achieve in this session?
- What time have you agreed to finish or when will that be?
- Have you already agreed the content of the session?
- Are there any matters, issues, events that should take priority to discuss?

Reviewing

- What has been happening since the last session?
- How has your colleague managed their time?
- What have been the recent successes and difficulties in their parish work?
- How have relationships developed – with parish, deanery and God?
- Have there been any unexpected issues? Anything neither of you anticipated.
- How did you each handle these?
- How is your colleague feeling, generally and specifically in terms of ministry?
- How is the curate developing their leadership skills?

Understanding (as you engage with what the curate has brought to supervision)

- What sense is your colleague making of this work?
- Is anything affecting either of you in a way that seems out of proportion?
- Is there anything you feel you need to challenge?
- Do either of you feel affirmation of people and/or of events is needed?
- Do you want time to share ideas, insights and reflections on how things fit together, team roles, theology etc? How is your colleague developing their sense of where they fit to God's purpose, how they fully practise as disciple and minister?

Looking Ahead

- What is planned for the immediate, mid and long term?
- What action, what goal setting do you need to agree?
- What needs to happen next in your colleague's developing ministry and how do they feel about that?
- How do you think your colleague will approach what is coming up?
- What support, coaching, help, guidance do you feel your colleague, or both of you need?

Ending

- Is there anything else that either of you need to share?
- Are there issues of your relationship that need to be discussed?
- When are you meeting again?
- Are there issues to be carried to your next meeting?
- Are there tasks / investigations / research that either of you need to do before you next meet?

SUPERVISION ~ GIVING FEEDBACK

Giving feedback to colleagues can be very encouraging and life-giving, but at times it can be poorly received or be unhelpful. Below is some guidance about giving feedback.

Clear

Try to be clear about the feedback that is to be given. Being vague and faltering will increase anxiety in the receiver and may not be easily understood.

Owned

The feedback given is one person's perspective and not an ultimate truth. It therefore says as much about the person providing feedback as it does about the person who receives it. It helps the receiver if this is stated or implied in the feedback. E.g. *"I find you...."* Rather than *"You are..."*

Regular

If the feedback is given regularly, it is more likely to be useful. If this does not happen there is a danger that grievances are saved until they are delivered in one large package. It is best to give the feedback as close to the event as possible, and early enough for the person to do something about it, i.e. not waiting until someone is leaving to tell them how they could have done the job better!

Balance

It is good to balance negative and positive feedback and, if the feedback given to any individual is always either positive or negative, this probably means the view of the person offering feedback is distorted in some way. This does not mean that each piece of critical feedback must always be accompanied by something positive, but rather that a balance should be created over time.

Specific

Generalised feedback is hard to learn from. Phrases such as, *"you are irritating"* can only lead to hurt and anger. *"it irritates me when you forget to record the telephone messages"* gives the receiver some information which he or she can choose to use or ignore.

IME 2 – Formation Skills Checklist

The 'Formation Skills Checklist' is designed to be used alongside the 'Qualities Framework', and the 'Ministry Agreement' to identify current learning and areas for ongoing formation.

Guidelines:

1. These categories are neither definitive nor exhaustive. Feel free to ignore ones that are not relevant or do not arise or to add others.
2. You may find it helpful to elaborate on your responses and reflections during your supervision sessions or in consultation with the Start of Ministry Officers.
3. There is space at the end of the document to write further comments, notes or actions as you work through the Checklist.

	Year 1		Year 2		Year 3	
	Present Level Low-----High	Priority this year	Present level Low-----High	Priority this year	Present level Low----- High	Priority this year
Personal Development						
Spirituality and prayer life; daily office, quiet time, prayer styles, spiritual director	
Biblical and theological studies	
Reflection on life journey	
Awareness of own learning style	
Continuing theological reflection / making connections	

Development of appropriate working rhythm, including time off, retreats, etc.	
Awareness of sexual dynamics in working relationships	
Reflection on role(s) within the community	
Affirmation of previous experience and learning	
Worshipping while leading worship	
Development of understanding of partnership in ministry	
Making time for hobbies and recreation	
Understanding confidentiality	
Exercising a leadership role - awareness of own leadership style	
<i>For SSMS in secular employment</i> Reflection on interface between parish and workplace ministries	
<i>Additional Comments/Observations</i>								

Leadership	Year 1			Year 2			Year 3	
Developing Teams	
Vision Setting	
Initiating Change	
Managing Conflict	
Transformational Conversations	
Additional Comments/Observations								
Conduct of Worship	Year 1			Year 2			Year 2	
Requirements of Canon Law	
BCP Holy Communion	
BCP Morning or Evening Prayer (sung)	
CW - Eucharist, modern language	
CW - Eucharist, traditional language	
CW – Service of the Word	
Baptisms	

Thanksgiving for the birth of a child	
Marriages	
Wedding blessings	
Funerals – church, graveyard, crematorium	
Holy Week observance	
Informal worship	
All-age worship	
Familiarity with other authorised forms of worship (particularly newer forms)	
Writing and planning special services	
Choosing music & liaison with musicians	
Reading, speaking and singing in church	
Leading intercessions	
Preparing church & books for worship	
Preparing communion vessels and linen	

Practical awareness of traditions other than own (e.g. use of vestments, incense,)	
Choreography of worship and spatial awareness	
Additional Comments/Observations								
Preaching	Year 1			Year 2			Year 3	
Parish Eucharist / main Sunday service	
All-age worship	
Preaching at one of the major festivals	
Preparation of audio-visual aids	
Youth/Children's Services	
Weddings	
Funerals with cremation	
Funerals with burial	
Non-regular churchgoers (e.g. civic services)	
Public speaking - not preaching	

Additional Comments/Observations							
Mission & Evangelism	Year 1			Year 2			Year 3
Awareness of local context, in particular the social and ethnic profile
Development of theology, understanding and practice of mission
Ability to present the good news of Jesus to those with little or no church background
Experience of using one of the evangelism resources, e.g. Pilgrim, Alpha, Emmaus etc.
Interfaith activities and awareness
Participating in and/or organising a mission weekend or specific mission event
Mission through appropriate use of social media
Additional Comments/Observations							

Pastoral, Educational, Preparation	Year 1		Year 2		Year 3	
Knowledge of how adults learn	
Awareness of current issues in society, e.g. race, sexuality, gender etc.	
Baptism policy & preparation	
Under 18s Sunday Provision	
School Assemblies & Lessons	
Confirmation: children and young people	
Confirmation: adults	
Children, Young People and Families Ministry	
Family issues: functional and dysfunctional	
Marriage policy & preparation	
Banns	
Licence, Supt Registrars Cert, Special Licence	
Funeral visiting	
Home group leadership	

Home Group / Bible study leadership	
Pastoral visiting- 1. At home	
2. In hospital	
Healing Services	
Paranormal and/or deliverance ministry	
Ministry in an institutional setting (prison, hospital, care home, barracks)	
Emergency baptism in hospital	
Blessing of objects, homes, people	
Ministering to people with poor mental health	
Anointing the sick and dying	
Death of babies, incl. stillbirth, abortion, miscarriage	
Sudden death e.g. accident, suicide, major incident	
Dealing with conflict	

Working with volunteers & pastoral management	
Counselling/listening skills	
<i>Additional Comments/Observations</i>								
Parish organisation skills	Year 1			Year 2			Year 3	
Time Management	
Record keeping & filing	
Role of Wardens, PCC, APCM	
Preparation for and chairing of meetings	
Managing parish finances, fees, expenses	
Simple accounting and budgeting	
Church registers	
Church buildings maintenance	
Churchyards	
DACs & faculties	

Planning, goal setting & evaluation	
Writing articles (parish, local news, online etc.)	
Working with the media (TV, Newspapers etc)	
Safeguarding	
Personal safety awareness	
Risk Assessments & Health & Safety	
HR Legal requirements for parish employees	
Additional Comments/Observations								
Links with the wider church	Year 1			Year 2			Year 3	
Involvement with local Chapter & Deanery	
Awareness of Diocesan strategy & resources	
Local ecumenical links	
Awareness of national church structures	
Awareness of world-wide church	

<i>Additional Comments/Observations</i>							
Additional Areas (optional)	Year 1			Year 2			Year 3
Church planting/ Pioneer Ministry
Further study
Offering Spiritual Direction / Counselling
Tourism & church buildings
Rural ministry
Urban ministry
<i>Additional Comments/Observations</i>							

APPENDIX 4 ~ THE SEVEN QUALITIES

The Church of England's ministerial qualities have been customised to reflect the priorities of Vision 2026 (This is specific to incumbent level ministry). These qualities will be used by assessors for your end of curacy report. The report is intended to be a concise, evidence based, focused summary of the curate's faith, life leadership and ministry experiences shaped around the seven qualities

Priest IME2	<i>Christ</i>	<i>Church</i>	<i>World</i>	<i>Self</i>
<i>Love for God</i>	Is reliant on God – Father, Son and Holy Spirit - and lives out an infectious, life transforming faith	Is rooted in scripture, the worship of the Church and the living traditions of faith	Whole-heartedly, generously and attractively engages with God's world	Is prayerful and studies the Bible
<i>Call to Ministry</i>	Responds to the call of Christ to be a disciple	Understands the distinctive nature of ordained priestly ministry	Is committed to being a public and representative person	Articulates an inner sense of call grounded in priestly service
<i>Love for People</i>	Welcomes Christ in others, listens, values and respects; cares for those in poverty and the marginalised	Builds relationships which are collaborative and enabling	Shows God's compassion for the world	Has empathy and is aware of how others receive them
<i>Wisdom</i>	Is inquisitive, curious and open to new learning	Shows Leadership that enables thriving and healthy churches, handles conflict, and can lead in mission	Is robust and courageous and prepared to take risks	Is a mature and integrated person of stability and integrity
<i>Fruitfulness</i>	Embraces the different and enables others to be witnesses and servants	Shows the capacity to exercise sacramental, liturgical and effective and enabling teaching ministry	Shares faith in Christ and can accompany others in their faith	Has resilience and stamina
<i>Potential</i>	Grow in faith and be open to navigating the future in the company of Christ	Manage change, and see the big picture	See where God is working in the world and respond with missionary imagination	Be adaptable and agile
<i>Trustworthiness</i>	Follows Christ in every part of their life	Leads maturely which promotes safe, harmonious Christian communities	Lives out their life as a representative of God's people	Has a high-degree of self-awareness

APPENDIX 5 ~ Timeline for the end of curacy assessments

September / October

- The team of assessors meet for a briefing.
- Final year curates are allocated to pairs of assessors.
- Curates are informed who their assessors are, reminded of the portfolio requirements and instructed to contact their assessors to schedule an interview (Dec to mid-Jan).
- Curates finish putting together their portfolios and gathering completed reports.

November

- Curates submit completed portfolios to the Growing Leaders administrator by end of November and uploaded to SharePoint.
- Curates also forward a copy of their portfolio to their curacy assessors.

December

- Assessors read paperwork and prepare for assessment interviews.
- End of curacy Interviews take place (Dec – Mid January).

January

- Reports submitted to the Growing Leaders administrator by no later than **31st January**

February

- End of curacy interviews with Bishop Philip and Bishop Jill

The portfolio for the end of curacy portfolio should include 800 – 100 reflections on each of the three annual themes (Leadership, Discipleship and Witness), detailing theological development and practical impact. It must also contain reflections on your Discipleship and Witnessing Projects, a report on the placement with a focus on leadership learning, a Sunday sermon, an outline for a children's all age talk, a school assembly plan, and a case study on preparing a family for an occasional office. Additionally, reports from the Training Incumbent, placement supervisor, and a lay reference are required. This portfolio will form the basis for the final assessment interview. More information can be found in this handbook on **page 10**.

APPENDIX 6 ~ Application for further study

Application for further accredited study during IME2

Please complete this form and return to Start of Ministry Officers, [Jon Price](#) and [Helen Scamman](#) via email

Full name		
Email		
Telephone		
Parish serving at		
Stipendiary or Self-Supporting		
Proposed study including title of award (e.g. BA, MA)		
Incumbent of Associate		
Is this a	New course <input type="checkbox"/>	To 'top up' study already completed <input type="checkbox"/>
If 'top up' please expand		
Explain how this course of study will benefit your ministry both now and in the future.		

If accepted, we cannot provide funding but can support you in applying for grants.

All further accredited study is to be completed outside of your usual working hours.

APPENDIX 7 ~ Additional learning needs

Disability or Specific Learning Difficulties (Needs?)

Access to Work Funding Available to anybody with a mental or physical health condition or disability that makes it difficult to do parts of your job or get to and from work.

<https://jobhelp.campaign.gov.uk/government-services/access-to-work/>

Go-Sign!

Support for deaf or hearing impaired people.

<https://www.gosign.org.uk>

Torch Trust

For the spiritual support and encouragement of blind and partially sighted people.

<https://torchtrust.org>

Through the Roof

Seek to make a positive difference to the lives of disabled people and their families by:

- Providing life-changing opportunities for disabled people
- Equipping the Christian community to fully involve disabled people

<https://www.throughtheroof.org>

Churches for All

Churches for All is a network of UK Christian disability-engaged organisations.

<https://churchesforall.org.uk>