



Newly Licensed Ministers Programme 2026 Spring Edition



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ST PADARN'S INSTITUTE

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PROGRAMME OVERVIEW

St Padarn's Institute, the training arm of the Church in Wales, is responsible for ensuring the appropriate training is available for those who are to be licensed. We provide further training and support for Newly Licensed Ministers (NLMs) and, following that, we provide ongoing training in the form of Ministerial Development. This leaflet outlines the courses available for Newly Licensed Ministers.

The NLM phase consists of two years of NLM CORE TRAINING for everyone and an additional two years of NLM INTENTIONAL LEADERSHIP PHASE for Stipendiary Priests, or those who will hold positions of overall responsibility. CORE training is similar for all Licensed Ministers, whatever form their licensed/ordained ministry may take. NLM INTENTIONAL LEADERSHIP PHASE is primarily focussed on leadership, developing and presenting vision, resilience, strategic planning and the equipping and empowering of others.

All Licensed Ministers, whether lay or ordained, are expected to be committed to their ongoing development in their service of God and the community through the church. NLMs should be given the support, information and encouragement to form good practice and deepen a life of faith, hope and love. It is important, therefore, that ministers enter the NLM programme with a willingness to:

1. be humble (vulnerable).
2. be able and willing to really listen.
3. ask great questions.
4. create a culture where it is safe to make mistakes.

In the first year, the training will involve one weekend residential and two two-day midweek residential. There is also an extra weekend for those being ordained as Priests at the end of the first year.

The second year involves a weekend residential, a four-day midweek residential (for stipendiary priests and for those who want the longer course, but there is a two-

day Zoom version for those who are non-stipendiary) and concludes with a three-day midweek residential - this final residential marks the end of the Newly Licensed Minister CORE PHASE of training.

We recognise that midweek residentials are costly in terms of time and some of our ministers will need to take time away from other duties to attend. In order to balance that, we have ensured that our midweek training is of the highest possible quality. Courses will be delivered in the first year by 3D Coaching <https://www.3dcoaching.com> and by Bridge Builder Ministries <https://www.bbministries.org.uk> as well as Lead Academy <https://leadacademy.net/> and Bridge Builders in the second year. These courses are free-of-charge to NLMs. You are able to claim travelling expenses for events that you are required to attend as part of your ongoing training, but these need to be claimed from your Parish or Mission/Ministry Area rather than from St Padarn's. We recognise that throughout the CORE phase, Licensed Ministers need as much support as possible. We recommend this is achieved by regular meetings with a spiritual director/mentor or within a peer-led group that meets regularly. Where an NLM has no access to other forms of support, it is expected that they remain part of their formational cell.

Additional support for NLMs and their supervisors is provided through St Padarn's Virtual Learning Environment, Moodle. Each NLM and Supervisor receive access to a range of electronic materials including competency checklists, form templates and learning agreement guidance. And of course, Veronica Cottam and I are available to give input and support as needed.

Unlike the NLM CORE phase, The INTENTIONAL LEADERSHIP PHASE courses are only compulsory for Stipendiary Priests. All other NLMs may attend, but only with specific permission from their Bishop or Director of Ministry. Although we would expect those who are likely to hold positions of overall or significant leadership to be asked to attend. This phase is delivered by Lead Academy <https://www.leadacademy.net/>.

CORE PHASE COURSE OUTLINE

Year One Courses

Training Supervisors' Day Conference (Supervisors)

This course looks at what can be expected from Supervisors and those being trained. It also explores what will be delivered during St Padarn's NLM training days and what is expected to be taught in Mission/Ministry Areas.

Intentional Conversations (NLMs)

Two areas are key to us - people and communication. This course looks at creating conversations and helping people move forward. It will look at working alongside people and how to get the best out of conversations with those who are senior to us, those who are your peers and those we minister to.

Team Dynamics (NLMs and Supervisors)

This course is for NLMs and Supervisors together. The Church in Wales is purposefully developing ministry teams and this course looks at the dynamics of working with others. Firstly, in helping NLMs and Supervisors work well together, but also by looking at structural theory. It will explore how we are interacting with a wider range of people - often with people who are very different to us.

Children, Young People, Families & Schools Development (NLMs)

This course is delivered by various Youth & Children's specialists. It shares the vision for church schools and communicates practical tools to make contact with local schools and how to produce excellent assemblies/collective worship as well as developing children and youth programmes and all age gatherings. We also explore family provisions such as Messy Church and toddler groups. This course is highly practical.



Becoming a Priest in God's Church (NLMs being priested)

This course, aimed at those about to be priested, look at the Role of the Priest Today and what it means to be a Sacramental Church. It is delivered by a various church leaders from different theological backgrounds.

Year Two Courses

Transforming Church Conflict (NLMs)

This course is delivered by Bridge Builder Ministries and is focussed on transforming conflict within church settings. This course lays the foundation for a constructive way of approaching conflict in Christian contexts. Explore the revolutionary idea that the New Testament sees conflict as normal and inevitable! This course is delivered over four days in a residential context for stipendiary ministers and those who have requested the longer course and for others over two days on the Zoom platform.

Mission and Evangelism (NLMs)

Delivered by Mones Farah, Archdeacon Missioner in St Davids Diocese, and invited guests involved in the work of developing mission and evangelism, particularly in the Welsh context. The course explores church planting, factors than bring growth, faith and engagement and Emerging Models of Church. This course also includes a look at the opportunities afforded to the church through Life Events (baptism, confirmation, weddings and funerals).

Developing as a Leader (NLMs)

This course marks the end of NLM CORE training. It is delivered by Lead Academy and explores further how we equip and empower God's people for works of service using different forms of leadership and managing teams.



INTENTIONAL LEADERSHIP PHASE COURSE OUTLINE

Year Three & Four Courses

Those who are Stipendiary Priests continue into the *Intentional Leadership Phase* with four more training courses, over a two-year period. These additional courses are designed to make the transition to the post of first responsibility as smooth as possible. It is likely that the intentional leadership phase will begin as you are about to move and continue through your initial time in a new setting. Lead Academy (<https://www.leadacademy.net/>) deliver these courses and also offer a programme of consultation/development for your local team should you wish to take them up on this offer.

There is no further compulsory training if you are not a Stipendiary Priest, however, it may be possible for Non-Stipendiary Priests to undertake the Intentional Leadership courses alongside Stipendiary Priests. You will need to speak with your Bishop or Director of Ministry to consider this option in detail and obtain their permission.

We hope you find this brochure a useful guide as you enter into the Newly Licensed Minister phase of your ministry. If you have questions regarding the NLM programme please feel free to e-mail myself or Veronica Cottam, St Padarn's Lifelong Learning Coordinator.



TIMETABLE OF COURSES BY COHORT

Scheduling	Licensed 2026	Licensed 2025	Licensed 2024	Licensed 2023	Licensed 2022
2026					
13 th – 15 th February (weekend) Aberystwyth		Children, Young People, Families & Schools	Mission and Evangelism		
10 th – 11 th March (midweek) Llandrindod Wells				Lead Academy Part 2 of 4	
12 th – 13 th March (midweek) Llandrindod Wells					Lead Academy Part 4 of 4
15 th – 17 th May (weekend) St Padarn's		Becoming a Priest in God's Church			
8 th – 10 th June (midweek) Wrexham ¹			Developing as a Leader		
7 th – 8 th September (midweek) Llandrindod Wells				Lead Academy Part 3 of 4	
9 th – 10 th September (midweek) Llandrindod Wells			Lead Academy Part 1 of 4		
5 th – 6 th October (midweek) St Padarn's Institute	Intentional Conversations				
7 th – 8 th October (midweek) Zoom - (NSM/Readers/LLMs) ²		Transforming Church Conflict			
19 th – 22 nd October (midweek) Venue TBC - (Stipendiary) ²		Transforming Church Conflict			
19 th – 20 th or 23 rd – 24 th November (midweek) St Padarn's ³	Team Dynamics (NLMs and Supervisors)				

¹ This is the last training event for non-stipendiary ministers other than those with Bishop's permission. Stipendiary ministers and those asked by their Bishops will continue to the Intentional Leadership Phase with Lead Academy.

² It has been noted that on the whole the level of Church Conflict that will be faced by those in overall responsibility (typically Stipendiary Ministers) may be considerably more than those who will not hold positions of overall responsibility in the church. Therefore, we will run two different versions of Transforming Church Conflict. One over four days in a residential centre, and one will run for two days on Zoom.

³ NLMs will choose which of the dates they attend. NLMs attend with their Supervisors.

FORMATIVE EXPECTATIONS FOR LICENSED MINISTRY

- At point of discernment, showing evidence of *potential* for these principles and qualities.
- At point of licensing / ordination, showing *evidence* of these principles and qualities.
- At the point of moving to a post of greater or overall responsibility, showing evidence of *leadership* in these categories, and be able to train, inspire and lead others, individuals, teams, churches and mission / ministry areas, in them.

A. Confidence, Security and Mature faith

At the point of licensing or ordination, candidates will be able to talk honestly about their ongoing relationship with God, their life of prayer and bible study and their reliance on the power of the Spirit. They will be able to reflect with appropriate confidence on who they are in Christ and on what they can contribute to society and the Church as well as their place within both. They will already have demonstrated a good level of emotional intelligence throughout their interactions during training. They will be able to communicate how this confidence in who they are in Christ enables them to be imaginative and creative in ministry and to be able to take risks and not be afraid of failure. They will be able to articulate how their faith, inspired by theological and bible study and prayer, has resourced them during difficult as well as joyful times in their lives.

At the end of the Newly Licensed Minister process, ministers will be demonstrating a mature faith that they are able to articulate. A faith supported by a well-established pattern of personal devotion that keeps them spiritually healthy and maintains resilience. They will have developed a high level of emotional intelligence and good people skills. They will understand and be able to manage conflict and resistance. They will manage their personal and professional relationship well with clear understanding of boundaries. Furthermore, through personal example and intentional

engagement they will be able to contribute to the development of others / lead the development of others in the area of 'confidence, security and mature faith'.

B. Team Working

At the point of licensing or ordination candidates should demonstrate an enthusiasm for team working and a healthy and honest ability to reflect on difficult as well as positive experiences of working with others. They will have an accurate knowledge of the skills and abilities they bring to teams, as well as their own flaws and vulnerabilities in working with others. An important aspect of their training will have been addressing some of these flaws and vulnerabilities, and they will be able to talk openly about where they are on this journey. They will have learnt how to be effective in dealing with and resolving difficult relationships. They will have reflected on their own past role in conflicts and what they have learnt about themselves and how they could have handled difficult situations better. They will have evidenced a commitment to building healthy relationships.

At the end of the Newly Licensed Minister process ministers will have a clear understanding of the value and importance of working in teams and be fully committed, in practice as well as in words, to the fact that the Church understands mission and ministry as team activities. They will have developed a deep and truthful understanding of the skills and abilities they bring to teams, and of the areas where they need to be supported by others' strengths. They will have developed a clear ability to work in and (contribute to the leadership of) / (lead) teams of ministers and lay people. Furthermore, through personal example and intentional engagement they will be able to (contribute to) / (lead) the development of teamworking in others.

C. Creative, Flexible and Adaptable

At the point of licensing or ordination candidates will have demonstrated that they have skills as well as a temperament to be able to minister in an ever-changing society and to be creative and adaptable. They will be people who are lifelong learners and

will have demonstrated an enthusiasm for learning. They will have exhibited a confidence and willingness to try new things. They will have shown an enthusiasm to share their faith in ways which connect with those living in their community. Their resilience and hopefulness will have been demonstrated in their journey of training and discernment, through their engagement and interactions. They will have demonstrated an ability to be able to work outside their comfort zone, to try out new initiatives. For those training for a distinctive pioneer ministry, they will have an experience of starting and sustaining initiatives/projects.

By the end of the Newly Licensed Minister programme ministers will understand the various cultures in which they minister and be flexible and adaptable in shaping the best ways to communicate the gospel and develop community in the prevailing culture. They will have demonstrated in practice that they are continuing to learn post-licensing. All will have developed and demonstrated the ability to pioneer new initiatives/projects in response to the needs and opportunities around them. Those training for a distinctive pioneer ministry will have demonstrated their ability to start and sustain new worshipping communities. Furthermore, through personal example and intentional engagement they will be able to (contribute to) / (lead) others in becoming more creative, flexible and adaptable.

D. Grounded in Anglican Ecclesiology and Spirituality

At the point of licensing or ordination, candidates will have gained an appropriate qualification in theology and be able to talk meaningfully and engagingly about how their study of theology has helped them grow in faith. They will be able to talk knowledgeably about the Bible and the history, ecclesiology and traditions that underpin the life of the Church in Wales. They will be able to demonstrate that they are able to draw from the deep wells of Anglican prayer and spirituality to inform and support their ministerial life. They will have demonstrated that they are disciplined in daily prayer, worship study and retreat. They will have a positive attitude towards the

Welsh language, and in the case of full-time candidates, have taken steps to be able to minister liturgically partly in Welsh, and to be able to use some Welsh in pastoral situations. They will be confident and able in leading different forms of worship and in communicating the faith. If they are training for a preaching ministry, they will have developed an ability to preach in a clear and engaging fashion.

By the end of the Newly Licensed Minister process those who are ordained will be confident in leading the sacraments of Baptism and Eucharist. All ministers will have the ability to lead worship in such a way as to foster encounter with God, and build up the congregation. They will be able to draw from and incorporate a wealth of Anglican prayer and liturgy to enrich the congregations they lead. They will be competent and confident communicators in a wide variety of contexts and to those of all ages and different abilities. Those in a preaching ministry will have developed an edifying, authentic, preaching style and have developed their preaching in response to feedback. All our ministers will be able to articulate, model and teach the five marks of Anglican mission. Furthermore, through personal example and intentional engagement they will be able to (contribute to) / (lead) others in deepening their spirituality.

E. Missional and Committed to Growth

At the point of licensing or ordination candidates will have demonstrated that they are outward-facing, mission-minded and have an enthusiasm for relating the faith to ordinary people across our nation in a variety of ways. In their own way, they will have demonstrated a drive and energy to embody a faith which is more about being a movement than an institution. They will be able to personally explain the faith in an attractive way and be good ambassadors for Christ. They will have demonstrated a commitment to see growth in the Church in Wales and will have a developing awareness of factors which help or hinder this, based on study as well as personal experience.

By the end of the Newly Licensed Minister process, ministers will be active in finding opportunities to communicate their faith and will have an ability to articulate their personal relationship with Christ. They will have an understanding of how to guide others appropriately to a place of commitment, and to support the initial development of faith and incorporation into the Church. They will understand the dynamics of process evangelism, and different approaches to Church growth. They will have demonstrated a commitment to activity beyond the walls of the church building. Those preparing for a stipendiary position of responsibility will have experience of community engagement projects which included the personally sharing of faith, and will know how to set appropriate goals for numerical and spiritual church growth. Furthermore, all ministers through personal example and intentional engagement they will be able to help others to find ways to share their faith and to support newcomers in the Christian community.

F. Strategic Leaders and Guides

At the point of licensing or ordination candidates should have demonstrated an ability to lead others, and a capacity to inspire trust and loyalty in those they work amongst. While the leadership to which they will be called will vary in terms of scope and sphere, all candidates for ministry need to demonstrate a courage, resilience and an ability to inspire others. They will already have enabled and encouraged members of the congregation in their own discipleship and ministry, and to work together in healthy teams. They will understand the importance of acting within oversight structures.

By the end of the Newly Licensed Minister phase, all ministers will be able to explain what an oversight ministry means and the particular strengths and gifts they themselves bring to leadership. They will recognise that they are community leaders and recognise the appropriate use of the power that comes with the position, and also recognise when that power is being abused or misused. They will have a genuine commitment to accountability and both transparency and confidentiality in the

appropriate settings. They will understand the importance of governance and financial structures and be able to work within them effectively. They will have demonstrated an ability to network with others and a commitment and an enthusiasm for developing the potential of the people they work amongst. Their manner of leadership will be such that others recognise it as in keeping with the way in which God leads his people. They will have reflected on how to contribute leadership 'from the second chair'. Stipendiary ministers will have demonstrated an aptitude for overseeing teams of diverse people, strategic thinking, developing and sharing vision, initiating and overseeing projects, building teams and identifying and developing gifts in others. Furthermore, through personal example and intentional engagement they will be able to (contribute to) / (lead) the development of the leadership gifts of others.



So Christ gave apostles, prophets, evangelists, Pastors and teachers, ¹² to equip his people for works of service, so that the body of Christ may be built up. EPHESIANS 4¹¹

CONTACT DETAILS

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