

ECW 31:8 Action Plan (28 February 2022)

Theme 1: Developing healthy culture	Status	Action	Owner
<p>1 The Trustees and Leadership Team should develop an action plan to address aspects of unhealthy culture and develop healthy cultures. This would illustrate commitment and allow accountability for addressing cultural issues remaining within ECW. It is recognised that some of this work will take place in leadership groups, but it is also essential to include the whole congregation as cultural change occurs most when all members of the culture are involved in the process. The Trustees should monitor progress against this action plan and report progress to the Charity Commission as appropriate ensuring external accountability. A clear time scale for the completion of the plan should be drawn up and this should not extend beyond five years. This time frame allows acknowledgment of the number of recommendations but ensures a timely completion to underpin good safeguarding and ongoing development of culture.</p>	<p>Review of Report carried out to identify areas of healthy and unhealthy cultural aspects and where progress has been made since the time under JF, and even since the Report was published. These aspects have been considered by the IG in the light of responses to the Church family survey and a paper prepared outlining areas requiring action, and the action proposed. This was shared with the church family by email and parts discussed at the church family meeting on Zoom on 27/9/21.</p> <p>Some actions are relatively straight forward and can be taken promptly (eg. 26 Sep 2021 service leaders training workshop provided for both women & men), but others require a longer period both for further reflection (eg. issues of power within the church) and for change to manifest itself (eg. welcoming diversity). To allow time for these changes to be put into place and their outcome monitored, it is proposed that a further church family survey/review should be carried out in three years time.</p> <p>There will be an opportunity to reflect on the culture as part of the Lent lecture series referred to below.</p> <p>Four external speakers have been booked for our Lent Bible School in March, offering expertise in specific fields; perfectionism & doubt, class & race, power & gospel culture, and gender (see attachment for programme details). These issues will then be studied in small groups across four sessions after Easter. This will help to ensure that the lessons and recommendations from the LBS lectures have the chance to be more effectively embedded with Emmanuel's culture. The Ministry Team will also consider whether output from these small group studies merits some sort of wider church family meeting of prayer and repentance.</p>	<p>ECW 31.8 Action Plan will be a standing item on the trustee agenda in order to ensure the effective monitoring of progress.</p> <p>Mar 2022 - Lent lectures (four sessions) examining; perfectionism & doubt, class & race, power & gospel culture, gender. See status update.</p> <p>Undertake follow-up church family survey in 2024 to benchmark changes & monitor progress on church culture.</p>	Trustees
<p>2 The Leadership Team and the Safeguarding Officer should ensure there is teaching developing a healthy culture and the hallmarks of this and to include material on bullying, manipulation, coercive control and spiritual abuse as part of this to raise awareness of these behaviours and their impact and to explore best practice for response in order to create a healthy culture in which these behaviours are more likely to be recognised and responded to effectively in the future.</p>	<p>Safeguarding talk (01 July 2021) addressed issues of bullying, manipulation, coercive control and spiritual abuse to raise awareness and explore best practice for establishing a healthy culture. The talk was recorded for possible future viewing, both for new members to the church and as a refresher. The Lent lecture series will also consider aspects of church culture, including power dynamics within the church.</p> <p>Emmanuel's February newsletter included a two-page article on best safeguarding practices for 1-2-1 meetings (see attachment pages 6&7). The article was prepared in response to 31:8 recommendations, providing both biblical principles and practical guidance.</p> <p>Faith in Kids (external organisation) also hosted training seminars for our youth leaders in order to help promote a healthy church culture across our youth work.</p>	<p>Mar 2022 - Lent lecture series (four sessions) examining; perfectionism & doubt, class & race, power & gospel culture, gender.</p> <p>Future updates will be provided, eg. on safeguarding guidelines for 1-2-1 meetings. See status update.</p>	Trustees PSO

Theme 2: Healthy leadership, governance and accountability	Status	Action	Owner
<p>3 Trustees should undertake a review of those in leadership roles and structures at ECW. If any individuals within this are identified as an ongoing threat or obstacle to creating safer places within the church this should be discussed with the Diocese and/or the NST where appropriate in order for action to be taken. The Trustees of ECW should make further efforts to highlight and commit to further action where harm has been caused. This needs to be undertaken within an understanding that this may require some external support, accountability and scrutiny.</p>	<p>Review of existing structures carried out. Some of the important powers currently given to the patrons (ie. the members of the company) by the articles of association are to be moved to the Trustees in light of the need for accountability. Paper presented to the Patrons suggesting alternative ways in which these powers could be exercised and discharged by the Trustees, in the case of the appointment and removal of the Incumbent, alongside an external third party. The paper also suggested that membership of the company be transferred to the Trustees and an external body. This has been accepted by the Patrons. They have resigned and five of the Trustees have been appointed by them as members. Discussions are taking place with external bodies with a view to one of them being appointed as an external member. Detailed arrangements are to be put in place for the transition of members' reserve powers. Discussion initiated with CPAS to define how they might support the future process for appointing the senior minister. Grounds and procedures for dismissal will be covered by the incumbent's contract of employment.</p> <p>Need to make sure the various bodies communicate effectively. The Church Council will now be attended by a trustee and other elected members. Their role will be a discussion forum for major aspects of church life (eg. budget, building project, etc.) which would benefit from in depth scrutiny and input from members elected from the church family.</p> <p>There are now role description for office holders and job descriptions for staff. Staff are appraised annually and the incumbent also has a minister's diocesan review. Exit interviews are conducted and the feedback shared with the Trustees. Mentor system should be put in place to help with any aspects of concern and general wellbeing/advice.</p> <p>Letters sent to those currently in leadership roles requesting reflection and support for implementing recommendations. Letters sent to all those formerly in leadership roles inviting reflection (some responses received). Paper on biblical principles on role of women considered, and papers circulated relating to refining the Eldership and its functions and election.</p> <p>Proposal to introduce Ministry Team (comprised as shown on the accompanying schematic, which references its interrelationship with other church groups) accepted by meeting of current Elders (including the Incumbent), Trustees and IG on 4.11.21. Lay Elders to continue, slightly reduced in number, with refined purposes, but selected on a different basis than previously. Ministry Team now established and meetings held in January and February.</p> <p>Appraisal of Incumbent by a Trustee and an Elder in hand, following his return to work, and this is to include points arising from the Report.</p>	<p>Feb 2022 - complete Incumbent appraisal process (part 2).</p> <p>Progress appointment of external party as a member of ECW private limited company. See status update.</p>	<p>Trustees</p>
<p>4 All in leadership and role holder positions (both currently and formerly) at ECW should continue to reflect upon their own behaviours and commit to further formal processes that can identify where there may be need for change and improvement and any further action or training that is appropriate.</p>	<p>Letters have gone to all those currently and formerly in leadership roles requesting their reflections on their behaviours. Future training under review. (Leadership roles have been taken as those with responsibility for the spiritual/pastoral direction of the church or a substantial part of it.) The incumbent has identified 1 spiritual mentor from outside the Anglican conservative evangelical world.</p> <p>Mentoring relationships have been established and termly meetings (minimum) initiated. Along with the appraisal process, this will help to identify and prioritise staff training requirements. Training for role holders remains a work in progress.</p>	<p>Training requirements for those on leadership roles to be confirmed. See status update.</p>	<p>Trustees</p>
<p>5 All in leadership positions and role holders at ECW should engage with healthy leadership training delivered by organisations beyond the current constituency.</p>	<p>Review being conducted of training organisations and courses appropriate to our role holders and suggestions received from other churches. Training of youth leaders already undertaken by Faith In Kids, an external organisation. Training of small group leaders planned. Church Operations manager has attended Stewardship training.</p> <p>Trustee training on how to be an effective trustee with Russel Cooke solicitors (July 2021) and Stewardship (which also covered the relationship between spiritual leadership and governance) (July 2021 and January 2022). Trustee and Incumbent attended CPAS training on 'Leading with Vulnerability' (January 2022).</p> <p>Training seminars have been hosted for Small Groups leaders in January and February. The second event focussed particularly on how to provide effective pastoral oversight and support. The first session looked at how to prepare for and lead a bible study.</p>	<p>Jan & Feb 2022 - small group training workshops on leading bible studies and pastoral oversight. See status update.</p>	<p>Trustees</p>
<p>6 The Leadership Team and Trustees should review the process for the appointment of Elders. Appointment of Elders should be a transparent process and include engagement from the congregation. This creates accountability and encourages diversity</p>	<p>Agreement that lay members (whether of Eldership or Ministry Team or Trustees) should be selected from nominations coming up from the small groups / Women's Bible study groups / housegroups / 2 unrelated church family members. The body the volunteer would be joining is to review the short list to ensure that existing members can work with them, but the final appointment will be made by the Church Council.</p> <p>Revised procedures have been introduced for the 2022 election cycle for all role holder posts. Each candidate must submit a written application signed by a proposer and seconder to the Church Council for approval, which will implement a council voting process if there are more candidates than vacant posts.</p>	<p>Finalise process for appointment of lay elders. See status update.</p>	<p>Trustees</p>
<p>7 The Church Wardens should meet regularly with the Vicar to provide support, wellbeing checks and to embed accountability</p>	<p>Church wardens met monthly with Nick Woodridge as minister-in-charge during the absence for health reasons, of the Incumbent.</p> <p>Churchwardens met fortnightly with Incumbent during his phased return to work. He has now returned to work full time and churchwardens will continue to meet with him on a monthly basis.</p>	<p>Ongoing meetings.</p>	<p>Church wardens Incumbent</p>

8	The Leadership Team should review communication strategies to ensure the congregation have the opportunity to be fully informed of any ongoing work related to the Review and the implementation of recommendations, consideration should be given to different methods for sharing information to ensure information is accessible to all.	Two communication sessions hosted by IG for church family and additional safeguarding talk. Newsletter article published 1/8/21. Fuller update provided on 27/9/21 by Zoom with Paul Harrison in attendance with opportunities for questions. Concerns raised by church family members reviewed by the IG for incorporation where agreed. Trustees shared draft Action Plan with church family on 24 Nov 2021. New Ministry Team structure presented to church family on 28 Nov 2021 with Q&A session.	Trustees to provide future updates for church family. Trustees are finalising a 31:8 response statement for publication to the church family, which will be issued in March.	Trustees
9	The Safeguarding Officer should create a structure for congregational members to be able to raise low level concerns that do not reach a safeguarding threshold. These should be held centrally in ECW in order to pick up any patterns of behaviour.	Communication with safeguarding officer covered in safeguarding talk (01/07/21). Low level concerns can be raised via various contact points provided on the ECW website (safeguarding section). Concerns that central record keeping might breach confidentiality.	Trustees to give further consideration to central record keeping.	PSO Trustees
10	The Trustees and Leadership Team should continue to develop the relationship with the Diocese of Southwark, CoFe structures and the House of Bishops. This development of relationships should ensure ECW is accountable and does not operate as independent from the Diocese or other CoFe structures. This should also ensure the status of proprietary chapel is not seen as a license for independence.	Dialogue with Diocese at different levels ongoing. Archdeacon provided ECW with draft protocol on 6/10/21 for review as to how relationship operates / might operate in the future, but this needs to be reviewed in detail by the Trustees as it currently requires greater commitment by ECW than implemented to date. Dependence on Diocese for safeguarding framework fully accepted. Discussions have been held with Incumbents from other proprietary chapels to see how they operate to enable us to put in place best practice. A meeting with the archdeacon had been scheduled for 14th February, with a view to developing our relationship with the diocese, but had to be postponed by the archdeacon at short notice. This has now been reschedule for March 14th.	Church wardens to request meeting with the archdeacon with a view of developing our relationship with the Diocese.	Church wardens Trustees
11	The Trustees and the Leadership Team at ECW should ensure that all staff are fully committed to the appraisal process.	Regular appraisal programme set out in all contracts of employment and appraisals being carried out.	Ongoing.	Trustees
12	The Trustees and Leadership Team should explore whether there is an external body who could handle complaints if there is no resolution after the Trustees' stage.	Discussed in general terms, but whether this should be through legal mediation or safeguarding organisation would depend on nature of complaint. There is a grievance procedure in the staff handbook and a complaints policy on our website.	Complete	Trustees
13	The ECW committee for mission funding should reassure itself that its duty of care has been undertaken for any mission partners that are funded. This reassurance should ensure: <ul style="list-style-type: none"> • That professional mission organisations that are used by mission partners have adequate safeguarding policies and practice. • That this includes an awareness of different laws and cultures. • That any risk associated with mission partners is assessed and revisited in response to any new information. • That there is an assessment of support needed for any mission partners that have been affected by the behaviour of JF. 	Letter to overseas and UK current and former missionaries despatched and many replies received. Some have taken up offer to review position with external adviser Paul Harrison. Letter also sent to mission agencies explaining steps taken and inviting them to consider any possible concerns received in relation to the mission partners from the mission field. Copies of current mission agency policies etc. being compared against Diocesan policies as benchmark, though not all have sent in supporting policies and procedures and it will fall to the Trustees to decide what further reviewing they may wish to make. Details of the position with each agency will follow separately outside this action plan to preserve confidentiality. Going forward, a copy of the Diocesan safeguarding policy (as adopted by ECW) will be sent to mission agencies (and to Mark Shand as chair of IMC), asking them to ensure that their policy meets these standards as a minimum. Where mission partners have not responded to ECW, this will be taken up at their next review.	Trustees to consider whether further reviews are appropriate on a case-by-case basis.	Trustees
Theme 3: Effective safeguarding culture and practice				
14	The Leadership team and Safeguarding Officer should continue to further develop the response and range of support for victims of abuse (not solely related to JF's activities). This should include a choice of internal support and external independent support. The role of Safeguarding Officer will be central to the delivery of this recommendation.	Those victims of abuse of JF who are current / former roleholders have been offered help through 31:8 counselling service and opportunity to contact IG. Those who are / were not role holders can be put through to 31:8 counselling service, when known. Some have sought advice from external adviser, Paul Harrison of Christian Safeguarding Services. Other counselling options available to the Incumbent. Victims of other (non-JF abuse) should contact safeguarding officer in first instance.	Provision for ongoing counselling support.	Trustees PSO
15	The Leadership Team and Safeguarding Officer should continue to develop a culture in which there is a clear distinction between disclosure and gossiping and where disclosure is viewed and responded to effectively.	Addressed in safeguarding talk (01/07/21). Cultural changes ongoing.	Reinforce messaging in Lent lecture series.	Trustees PSO

16	Trustees, Leadership Team and the Safeguarding Officer should develop a mutual and effective working partnership with the Diocese to improve safeguarding practice and partnership working. There may need to be some mediation for this relationship to be fully restored.	Continuing liaison with Diocese at different points and meeting proffered. Archdeacon sees no need for mediation, nor do we. See update to recommendation 10: a meeting with the archdeacon had been scheduled for 14th February, with a view to developing our relationship with the diocese, but had to be postponed by the archdeacon at short notice. This has now been reschedule for March 14th.	Church wardens to request meeting with the archdeacon with a view of developing our relationship with the Diocese.	Church wardens Trustees
17	The Leadership Team and Safeguarding Officer should ensure that all safeguarding matters are directed to the Diocesan Safeguarding Advisor in a timely manner and in adherence to House of Bishops guidance.	Agreed. No complaints about lack of reporting or their timeliness received to date.	Complete	PSO
18	The Safeguarding Team should ensure that confidentiality boundaries are respected in any safeguarding concern and that information sharing agreements and other protocols are in place to support this (see also recommendation 22 below).	Confidentiality stressed in safeguarding talk (01/07/21). See 22 below for other aspect.	Complete	PSO
19	The Safeguarding Team should continue to develop a safeguarding culture by implicit and explicit positive messages about the importance of safeguarding and its place in the ministry of ECW.	Stressed in safeguarding talk (01/07/21) and will need to be continuously developed through Newsletter articles, future talks and Q&A sessions etc. Monitoring uptake of recommended Diocesan training. See comment in recommendation 2: our February / March newsletter included a two-page letter on best practice safeguarding for 1-2-1 meetings. Our small group leaders training seminars (see recommendation 5) also emphasised the importance of maintaining safeguarding best practice.	Ongoing	PSO
20	Trustees and Leadership Team (including Parish Safeguarding Officer) should continue to monitor safeguarding practice and attitudes towards safeguarding within ECW.	Noted and in hand. Need for additional Safeguarding Officer. A Safeguarding Officer role description has been distributed to small group leaders to initiate the process of identifying potential candidates to fill the role.	Recruit additional safeguarding officer.	Trustees
21	Trustees and Leadership Team (including Parish Safeguarding Officer) should ensure there is a clear pathway for safeguarding concerns to be raised external to ECW. This should be effectively communicated regularly at all levels of ECW.	This was addressed in the safeguarding talk (01/07/21) with details of external organisations offering help appearing both on website and on safeguarding notice board at the back of the church.	Ongoing	PSO
22	The Trustees and Leadership Team should develop a formal process of commissioning where external advice is sought. This should be the same process regardless of whether there is financial cost or no financial cost. This process should include a formal information sharing agreement (ISA). Where information is being shared, even on a nonidentifying basis, the person whose information is being shared should be informed what information will be shared and with whom in line with the ISA, for the purpose of seeking advice.	This proved a source of friction with 31:8 who considered that our ECW legal adviser should have signed an ISA even though ECW had legal advice that it was not necessary. Difficult to establish process where nature of necessary external advice is not known, eg. if legal advice then Trustees to approach ECW's solicitors, or if safeguarding, then advice from Diocesan safeguarding team.	Ongoing	Trustees
23	In order to demonstrate adherence to best practice principles underpinning current data protection legislation, thirtyone:eight have requested that ECW make direct written contact with all individuals whose personal and sensitive information has been shared, albeit only in a pseudonymised form ahead of the Review publication. This recommendation was made out of concern that those whose information had been shared should not read this for the first time in a public Review. ECW have informed the chair of the IAG that they have fulfilled this recommendation.	This recommendation has been fulfilled.	Completed	Trustees
24	If there is a continuation of lodging arrangements, it is recommended that there is a formal process and support policy for those who lodge. This should include risk assessment where there is known risk.	Clarification through 31:8 has established that this only relates to lodgers with JF. The remaining lodger with JF has now been offered and accepted short-term accommodation in an ECW property.	Completed	Trustees

25	<p>It is important that clear safeguarding messages are given from the front and that all members of the congregation are clear who the Safeguarding Officer is, how to report a concern and that when a concern is raised it is taken seriously and treated with appropriate confidentiality.</p> <ul style="list-style-type: none"> The Leadership Team and Safeguarding Officer should ensure that clear safeguarding messages as outlined above continue to be regularly communicated from the front. 	<p>Addressed in safeguarding talk (01/07/21). Continue to maintain high safeguarding profile for safeguarding. Additional safeguarding advice for adults provided by way of 1-2-1 paper to assist with safeguarding aspects of, for example, reading the Bible with another. Under review and consideration of similar paper for children.</p> <p>The 1-2-1 safeguarding article has been published in the February newsletter. Our small group leaders training seminars (see recommendation 5) also emphasised the importance of maintaining safeguarding best practice.</p>	<p>Ensure delivery of Paul Harrison paper on safeguarding aspects of 1-2-1 work.</p>	PSO
Theme 4: Support for victims, survivors and others				
26	<p>The Trustees and Leadership Team should ensure that finance for victims to access support is continued post the Review and accessible independently.</p>	<p>Initially the counselling support was paid for from a fund donated by anonymous donors. The trustees have now made provision in the ECW 2022 budget to provide ongoing financial support for counselling services.</p>	<p>Monitor ongoing financial requirement.</p>	Trustees
27	<p>The Trustees, Leadership team and PSO should develop pastoral support for the whole congregation in moving forward as the Review has identified the impact of the disclosures on a wide spectrum of individuals. Consideration should be given that some may wish to access support confidentially and independently of ECW. The process on how to access this should be well communicated (see recommendation 14).</p>	<p>The survey has been beneficial in enabling church family members to share their views / concerns with the IG, but there were members of the church family who wanted the opportunity to raise matters arising from the Report with others and to hear their views. Accordingly, a number of meetings were held for reflection and prayer.</p> <p>It is hoped that the Lent lecture series (not so much about the past but about general matters of concern raised by the Report, eg. the use of power in the church setting), and ensuing discussions in small groups will engage the church family going forward.</p> <p>Cultural issues covered in the Lent Bible School programme will also be studied in small groups after Easter (see recommendation one).</p>	<p>Trustees to gauge appetite for further meetings.</p>	Trustees
28	<p>The Leadership Team and Safeguarding Officer should ensure pastoral support is available to those in safeguarding positions in ECW.</p>	<p>More volunteers needed from the church family to help share the load. Trustees to ensure that the PSO is not overburdened by her responsibilities.</p> <p>A Safeguarding Officer role description has been distributed to small group leaders to initiate the process of identifying potential candidates to fill the role.</p>	<p>Recruit additional safeguarding officer.</p>	Trustees