



Mission Church Morriston



Independent Safeguarding Culture Review implementation plan

Action	Notes	Responsibility	Target date	RAG
Recommendation one: The trustees should consider acknowledging the poor handling of the complaints in the early stages and articulating their response to that failure.				
Trustees need to write to the complainants	Needs to reference responsibilities as Trustees	Trustees	End of August	Completed 26 th August
Formal response to the review from the Trustees to be published		Trustees	End of August	Completed 6 th September
Recommendation two: The review of the church's policies and procedures must include an effective process for handling concerns and complaints, whether raised internally, or by external parties. This policy must provide a robust structure to ensure that concerns are investigated fairly and transparently and that the person responsible for handling the complaint is competent to do so and able to examine the issues in an unbiased fashion.				
CSS to update the Safeguarding policy with input from MCM		CSS	End of August	Completed 29 th October
Recommendation three: The leadership must ensure that the updated policies and procedures are supported by a culture that listens to, takes seriously, values and responds appropriately to concerns or complaints that are received				
Complaints procedure to include both formal and informal means of raising complaints.		CSS	End of August	Completed 29 th October

Leaders training to include handling complaints and allegations etc		CSS / Trustees	Training to be completed February 2022	Completed 22 nd March
Recommendation four: The Trustees must attend training to ensure that they are clear about their responsibilities in relation to governance and Charity Commission requirements				
CSS to arrange training with MCM		CSS / MCM	Training to be completed February 2022	Completed 22 nd March
Recommendation five: The review of the church's policies and procedures must provide effective processes to ensure that governance and management of the church is effective and legally compliant				
CSS to review and develop bespoke policy and procedures to fit MCM		CSS	End of August	Completed 29 th October
Recommendation six: the trustees must implement processes for ensuring that governance, safeguarding, and other arrangements are understood, fully implemented, and that the effectiveness of the arrangements, and the competence of those who hold roles are all monitored and assessed on an ongoing basis				
Procedures will be written into the new policy		CSS	End of August	Completed 29 th October
Policy will have reporting templates included		CSS	End of August	Completed 29 th October
Policy will be reviewed annually by the Trustees		Trustees	Ongoing	Trustees meeting 13 th October and ongoing
Questionnaire developed to give to Members annually to monitor progress		Trustees	Ongoing	Completed and Ongoing

Recommendation seven: the trustees must ensure that there is effective accountability, challenge, and respectful handling of divergent views. Ideally, the trust board would be more diverse both theologically and with a wider range of skills and personalities, however, ultimately the church is a small organisation and at the present time such diversity will be difficult to achieve. In the circumstances, it is vital that the processes and procedures are robust, and that a culture that listens to divergent views is established				
Policies, procedures and codes of conduct will contribute to this recommendation.		CSS	End of August	Completed 29 th October
Questionnaire will play a part in this		CSS / Trustees	Ongoing	Ongoing
Recommendation eight: the trustees should ensure that the lack of diversity (which is currently unavoidable) is consciously managed. In particular, the trustees should seek to ensure that mechanisms are in place to ensure that every view is heard including contrary views and that the culture not only encourages, but also values differences of opinion that strengthen the decision-making processes.				
Trustees will continue to promote open discussion on any and all issues		Trustees	Ongoing	Ongoing
Recommendation nine: the trustees should consider ways to ensure that those who find it difficult to make their voice heard have both formal and informal mechanisms for expressing their thoughts and raising concerns				
Formal mechanisms will be written into policy and procedures		CSS	End of August	Completed 29 th October
Informally Church Leaders will promote “open door” and positively encourage the raising of concerns, differing views or complaints		MCM	Ongoing	Ongoing
Recommendation ten: the trustees should consider a process for gathering views from people who leave the membership or the leadership team. This should actively encourage honest expression of concerns and any information gathered should be considered so lessons can be learned.				
Develop a form that can be completed should people wish when they leave, if people wish to have a conversation they can also do so		MCM	Ongoing	Completed and Ongoing
When people leave the Leaders will formally reflect on the events that led to the people leaving		MCM	Ongoing	Ongoing
Recommendation eleven: MCM, supported by CSS, must complete the review of the policies procedures and systems to ensure that they are fit for purpose				

MCM will review the completed policies and procedures		MCM	End of September	Completed 29 th October
Recommendation twelve: The leadership must ensure that they clearly understand the limits of their own competence, and that they seek advice, or where appropriate, refer situations to external agencies. This should include both procedural requirements and awareness raising through training and the cultural change in the church.				
This will be addressed through training		CSS / MCM	Training to be completed February 2022	Completed 22 nd March 2022
Recommendation thirteen: The review of policies and procedures must include clear and practical codes of conduct, including for pastoral care and handling disagreements. CSS will support MCM in developing these.				
Included in the development of policies		CSS	End of August	Completed 29 th October
Recommendation fourteen: The safeguarding training for leaders provided by CSS must include managing conflict				
CSS to provide training		CSS	Training to be completed February 2022	Completed 22 nd March
Recommendation fifteen: a clear, biblically consistent process for dealing with complaints and grievances needs to be established in the revised policy and procedures and the trustees should also consider a more proactive feedback process both in relation to pastoral care and in relation to situations of disagreement or challenge that enables the elders and the trustees to gain a picture of whether improvement is being made.				
Policies to be written with these issues included		CSS	End of August	Completed 29 th October
Recommendation sixteen: the church leadership should consider whether a process of reflective practice would benefit both the elders and the trustees. CSS will explore this with the leadership as part of the ongoing work and can provide training if required. This would allow the leadership to identify recurring patterns and to develop and refine their approach to handling such situations of conflict.				

CSS to provide training		CSS	Training to be completed February 2022	Completed 22 nd March
Recommendation seventeen: the leadership should give consideration to whether there will be benefits to engaging with leaders or churches that have a broader theological base than is currently the case. Affiliation to one of the networks such as Affinity, FIEC etc may help and encourage the leadership to explore a wider range of options and approaches if they engage with a more diverse group of churches.				
Leadership will consider this		Trustees	Ongoing	Ongoing
The church is currently a part of Swansea Connect, a network for churches within Swansea		Trustees	Ongoing	Complete
Recommendation eighteen: the church leadership should reflect on why individuals who disagree feel isolated and unheard in conflict situations. The best practice and code of conduct will support this to a degree, but reflection is also required. The church should develop clear principles to which it works.				
CSS will work this into training		CSS	Training to be completed February 2022	Completed and Ongoing
A framework for this will be written into the procedures		CSS / MCM	End of August	Completed 29 th October
Recommendation nineteen: greater care and consideration should be taken when handling conflict, to ensure that the power dynamics are understood, and that challenge is provided in an appropriate and caring way.				
Training will be provided		CSS	Training to be completed February 2022	Completed 22 nd March
Codes of conduct will be written into policies and procedures		CSS / MCM	End of August	Completed 29 th October
Recommendation twenty: the trustees should give serious consideration to whether expectations, approaches etc are clearly understood by members and those who attend services regularly, so that they are able to make an informed decision as to whether MCM is the right place for them. Clarity about the culture and ethos of the church would help to avoid some of the problems that have been identified during the course of the review.				
MCM to develop a "church handbook" to lay out the expectations and approach		MCM	April 2022 Trustees	Ongoing

MCM to promote expectations and approaches through the website		MCM	April 2022	Completed April 2022
Recommendation twenty one: the leadership should engage in a reflective process that considers why so many past members have experienced the church culture as they have. CSS will lead this.				
CSS will lead this reflective exercise backed up by training		CSS	Training to be completed February 2022	Completed March 22 nd 2022
Recommendation twenty two: the elders should engage in a reflective process and should consider training in relation to dynamics of power. In particular the power of theological knowledge, spiritual position, and age and experience should be considered				
CSS will facilitate this reflective process		CSS	Training to be completed February 2022	Completed March 2022
Training to provide part of this process		CSS	Training to be completed February 2022	Completed March 2022
Recommendation twenty three: The leadership should reflect on whether particular vocabulary further adds to the sense of being manipulated or bullied. Likewise, whether the articulation of support that is offered to individuals could be seen to “have strings attached” or implies conditions or other expectations.				
CSS to include this into the reflective exercise		CSS	Training to be completed February 2022	Completed March 2022
Training to provide space for this		CSS	Training to be completed February 2022	Completed March 2022
Recommendations twenty four: The leadership should reflect on the maintenance of appropriate boundaries and seek to ensure that individuals are cared for well and that there is clarity in the roles and expectations.				

Codes of conduct will include guidance on these matter		CSS	End of August	Completed 29 th October
Training will be provided that covers this recommendation		CSS	Training to be completed February 2022	Completed March 2022
The reflective process will include work in this area		CSS	Training to be completed February 2022	Completed March 2022
Recommendation twenty five: the church leadership should engage the members in a process of reflection that seeks to identify why the experiences of some have been so negative. In addition to identifying such features, this process will help to identify blind spots and inconsistencies that the church itself may be overlooking. This should be supported as appropriate through the teaching and preaching of the church and the example provided by the leadership.				
A whole church approach with Paul from CSS visiting the church to discuss and explain the findings		CSS	November AGM	Complete
Formal training will be provided for the whole church		CSS / MCM	Training to be completed February 2022	Completed and Ongoing
This all to be backed up by the preaching from the front		MCM	Ongoing	Ongoing
Recommendation twenty six: the church need to produce a clear action plan that covers not only policies and procedures, but how the cultural aspects will be addressed. CSS will support and work with the church to develop a realistic and robust plan.				
This is the action plan		CSS / MCM	Ongoing	Complete
Recommendation twenty seven: The church leaders should consider giving greater thought to the biblical basis of safeguarding and developing theology that balances the important principles of biblical responsibility and authority with the need to safeguard members well, through humble, servant hearted leadership. CSS will support with this as required				
Some of this will be done through the reflective exercise		CSS	Training to be completed February 2022	Completed March 2022
Training will be provided that covers this		CSS	Training to be completed February 2022	Completed March 2022

This will also be modelled through the work that is done with CSS		CSS	Ongoing	Completed March 2022
Recommendation twenty eight: The church leaders should consider how scrutiny and accountability for the ongoing implementations of the plans and commitments arising from this review will be provided once this culture review has concluded.				
Trustees will consider this as the process continues		MCM	Ongoing	Ongoing
Recommendation twenty nine: The trustees should ensure that clear and consistent processes for recording and reporting resignations from membership are implemented. The leadership should consider how they can encourage the church by example to take positive steps to ensure that those leaving the church do not feel unnecessarily isolated or victimised.				
Reporting for end of membership to the church to be developed		MCM	May 2022	Ongoing
This will be written into the code of conduct		CSS	Training to be completed February 2022	Completed and Ongoing
Recommendation thirty: Where possible, the elders should seek to build constructive dialogue with other local churches so that when people leave and start to attend a different church in the area, there is open and genuine communication where appropriate. It is important that the way that other local churches are referenced in terms of the relationship and theological differences, does not create division and discomfort should a past member of MCM decide to attend that church.				
Consider a process that includes recommendations from churches that people are leaving from		MCM	May 2022	Ongoing
Consider a process that includes recommendations from us for people that are leaving		MCM	May 2022	Ongoing
Recommendation thirty one: MCM has a fairly distinctive culture that will not suit every individual. We would recommend that the church articulate clearly, it's more distinctive theological positions so that individuals joining the church are clear about what they can expect, and what will be expected of them.				
MCM to develop a "church handbook" that sets out their expectations and approach		MCM	April 2022	Ongoing

Important Dates for possible training

19th October 09:30 -12

30th November 09:30 – 12

25th January 09:30 -12

22nd February 09:30 - 12

22nd March 09:30 - 12