**Safeguarding Leadership† - Chaplaincy Pathway**

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**Participant Workbook**

Name:

Role:

Context / Organisation:

September 2023

1. **Introduction**

As a Diocese we recognise the importance leaders play in creating and maintaining a safe environment for all, in whatever way they support the work of the Church. We are committed to enabling leaders to develop and maintain the necessary knowledge, attitude, behaviours, and skills to safeguard and protect children, young people, and vulnerable adults.

The national Safeguarding Learning and Development Framework sets out the vision for safeguarding learning to ensure that all Church officers[[1]](#footnote-1) develop skills and knowledge in safeguarding to an appropriate level.

This pathway supports our Diocesan vision. It is essential that we understand safeguarding as a theological imperative, rooted in the nature and love of God, and outworking in basic commitments to giving equal worth to all.

The Church of England has committed to developing a set of National Safeguarding Standards as part of a quality assurance framework. The quality assurance framework currently under development will be a mechanism for:

* Asking and answering the question: How well are we doing this and what is the difference / outcome being achieved?
* Analysing the answers to this question to gain learning and deepen organisational safeguarding understanding and expertise.
* Using that learned expertise to drive systematic change and continuous improvement in both the quality and impact of the activity, and to increase our knowledge and understanding of the evolving nature of Church-based abuse.

This learning pathway has been built around these National Safeguarding Standards[[2]](#footnote-2): **The course content maintains fidelity to the National Safeguarding Team expectations and requirements for Safeguarding Leadership. However, it has been tailored to support and reflect the varied contexts in which chaplains serve.**

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**2. Learning Outcomes of this pathway**

This pathway is intended to be transformational. Once people have completed it, the aim is that they are in some way different from the people they were at the start. The aim is that participants reflect deeply on their own values and beliefs and integrate these with the values and beliefs underpinning good safeguarding behaviour. The idea is that good safeguarding behaviour can then flow from an inner motivation, rather than be experienced as an external process to be followed under duress.

By the end of this pathway participants will:

* **Understand** what healthy culture in chaplaincy communities look like and how chaplaincies work in partnership with their organisations and churches to keep people safe and prevent abuse.
* **Connect** the Church’s mission and theological foundations with what behaviour look like in a safeguarding context, exploring how their own faith, beliefs, and values link with these.
* **Recognise** when risk assessment and management processes are required, understanding when, why and how they must be utilised.
* **Understand** more of the impact that abuse and trauma have on individuals’ lives, relationships, and interactions in a community setting, leading to better responses to victims and survivors.
* **Evaluate** aspects of their own practice and identify changes required which they then take forward with confidence.

**3. Structure of this pathway**

**Please note:** It is important that you have completed the Basic Awareness and Foundation level modules prior to attending this Leadership pathway.

This pathway aims to encourage a process of reflective learning involving individual tasks and groupwork. The pathway consists of two sessions with an evaluation task to be undertaken after session two. This Pathway reflects our National Safeguarding Standards creating dedicated space to explore or culture, values, belief, and responses to safeguarding within our Church.

* **The focus of the first session** is on standards one and two – **1.** **prevention,** and **2. culture, leadership, and capacity**. Creating environments in which everyone is safe and can flourish is fundamental to our purpose as God’s Church. Building safer, healthier cultures is all about modelling attitudes and behaviours to those around us to achieve this purpose. To effectively create safer places, we must be prepared to look at our cultures – do they support this mission and vision? How do we know that we are both safe and healthy?
* **The focus of the second session** is on standards three and four – **3. recognising, assessing, and managing risk,** and **4. victims and survivors**. In exploring how to respond effectively to safeguarding concerns and the people involved within them the aim is to get beyond mere consideration of process. This session builds upon discussions around the importance of healthy culture, leadership, and capacity as the foundation of good safeguarding practices and the role that they play in prevention.
* The focus of the evaluation task is on standard five – **5. learning, supervision, and support**.

The leadership pathway consists of one course with two sessions, held one week apart, each with pre-work to be completed before them. There is an evaluation task to be completed after the final session. All elements of the pathway must be completed for you to be issued with your certificate of completion.

**4. Session preparation**

Prior to each session there is preparation work to be completed, the **flow-chart** below summarises the pathway and the pre-work required. You are invited to undertake the tasks at your convenience however please ensure these are completed prior to the session for which they are required.

* Participants will receive their workbooks as soon as they are booked on to the course. This enables them time to read and complete the preparation work.
* **The completed workbook must then be returned at least 1 week before Session 1.**
* The evaluation task needs to be completed six weeks after session 2 to appropriately evaluate the outcomes of the course, the learning taken from it and how this learning will be put into practice. The evaluation needs to be submitted to the facilitators.
* Session 2 is a 90-minute session focused on recognising, assessing, and managing risk and on victims and survivors, using a range of chaplaincy-based scenarios which focus on how healthy culture and leadership can prevent safeguarding concerns from escalating.
* Before session 2 participants are required to:
  + **Identify** one thing which has influenced their responses, values, and beliefs regarding safeguarding.
  + **Respond** to questions focusing on risk.
  + **Read** the scenario setting and first scene of the case study.
* Session 1 is a 90-minute session comprising three exercises focusing on prevention and culture, leadership, and capacity.

**Session 1**

Session one focuses on the standards **1. prevention,** and **2. culture, leadership, and capacity**. This session will draw on reflections from the preparation work you are about to undertake and your own experiences of healthy cultures. The session places focus upon creating environments in which everyone is safe and can flourish citing this as fundamental to our purpose as God’s Church.

**Preparation for Session 1**

There are three tasks. You should submit your workbook with your completed answers to:

[training.safeguarding@bathwells.anglican.org](mailto:training.safeguarding@bathwells.anglican.org) **no later than 1 week before Session 1**, so that the facilitators can prepare for the discussion that forms the basis of the session.

1. **Reflect** on each of six aspects depicted on the ‘Culture Conversation Cube’.

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Take a few minutes to reflect on each aspect labelled on the culture cube. What attitudes, behaviours, and values are present within your context? Note your thoughts on the table below.

NB The Code of Safer Working Practice[[3]](#footnote-3) and the Guidelines for the Professional Conduct of Clergy[[4]](#footnote-4) may assist in your responses regarding the ‘model safe behaviours’ aspect.

Reflections on the ‘Culture Conversation Cube’:

|  |  |
| --- | --- |
| **Build effective structures** | **Listen well** |
| **Establish good governance** | **Communicate well** |
| **Model safe behaviours** | **Manage power** |

Colour or mark the matrix below to help you identify areas of strength and development.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Poor** | **Improving** | **Good** | **Excellent** |
| **Build effective structures** |  |  |  |  |
| **Listen well** |  |  |  |  |
| **Establish good governance** |  |  |  |  |
| **Communicate well** |  |  |  |  |
| **Manage power** |  |  |  |  |
| **Model safe behaviour** |  |  |  |  |

1. **Write** a reflection in response to each of the questions below. There is no required word count or structure to your reflection but 250-300 words per question is a useful guide.

* Your reflection can also be informed by your experience of attending the last Leadership Pathway (if previously completed) or reading of the recommended texts (see page 30) - This is not a requirement as not everyone will have the time to do this reading.

**Question 1**: If your chaplaincy context epitomised a healthy culture, what would you see, hear, feel, and experience as a member?

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**Question 2**: How could your chaplaincy context, its culture, and the way it is experienced contribute to the prevention of safeguarding issues?

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1. **Watch** and / or readthe resources on the Social GGRRAAAACCEEESSSS’s.

A 30-minute video can be found on the Church of England’s Safeguarding Portal. You will need to create or log in to your account to view the video.

[https://safeguardingtraining.cofeportal.org/course/view.php?id=436](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fsafeguardingtraining.cofeportal.org%2Fcourse%2Fview.php%3Fid%3D436&data=05%7C01%7Channah.thompson%40churchofengland.org%7C1ab88ca09acd458db3f808db3519940e%7C95e2463b3ab047b49ac1587c77ee84f0%7C0%7C0%7C638162156217180949%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=1dqHMKqaTHM%2BP%2BwgTgu1N05OxG3JF5LlxnYGKSfftpc%3D&reserved=0)

On the webpage you will also find links to the written version of the materials.

When exploring these resources, you might want to consider the following questions:

* + What factors from a person’s own life experiences, history and characteristics could impact on their beliefs, values, and emotions?
* How does this impact the way we respond?
* How does this impact how we are perceived?

You should submit your workbook with your completed answers to:

[training.safeguarding@bathwells.anglican.org](mailto:training.safeguarding@bathwells.anglican.org) **no later than 1 week before Session 1**, so that the facilitators can prepare for the discussion that forms the basis of the session.

**Please note**: If you do not submit your answers within the period stated or if your answers indicate that no real thought and reflection has taken place, we will ask you to review your submission before inviting you to join the rest of the pathway.

**Session 2**

Session 2 focuses on the standards **3. recognising, assessing,** and **4. managing risk and victims and survivors**. It draws upon the discussions from session one around healthy culture, leadership and capacity using a scenario that emphasises how safeguarding concerns can be prevented from escalating.

**Preparation for Session 2**

There are three tasks.

You do not need to email any responses to the team; your notes are to support your conversations in session 2.

1. **Identify**: What has influenced your values and beliefs with regards to safeguarding?

Please identify one thing that reflects what has influenced your individual connection with safeguarding and underpins your values and beliefs regarding safeguarding. This might be an abstract conceptualisation linked to song lyrics, nature, or literature, or may be informed by your own theology, religious scripture, or teachings.

We ask that you come prepared to this session being able to share what is influenced you and explore how this has informed your responses, values, and beliefs regarding safeguarding.

***Examples:***

*Thomas Jefferson / Mahatma****Gandhi****“The true****measure of any society****can be found in how it treats its most vulnerable members.”*

“Speak up for those who cannot speak for themselves, for the rights of all who are destitute. Speak up and judge fairly; defend the rights of the poor and needy’ (Proverbs 31:8).

*Proverb- “It takes a village to raise a child”.*

*Mark 12:30-31 (ESV) And you shall love the Lord your God with all your heart and with all your soul and with all your mind and with all your strength.’ The second is this: ‘You shall love your neighbour as yourself.’ There is no other commandment greater than these.”*

1. **Reflect** on the questions below, which focus our minds on recognising, assessing, and managing risk.

**Question 1**: What has influenced and therefore underpins your values and beliefs regarding safeguarding?

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**Question 2**: How confident are you in recognising and managing risk on a scale of 0 – 10 (where 0 is not at all confident and 10 is extremely confident)?

What supports your score?

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**Question 3**: What safeguarding risks exist in your own context – what are we worried about?

* + What challenges have you experienced in managing a known safeguarding risk?
  + How are/should these risks be managed/mitigated – what’s working well and what can we do?

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1. **Read** the case studies below. For each reflect on the actions you would take and the measures that could be implemented to prevent such concerns from arising. These will be explored in session 2. You might like to make notes to support your conversations.

**Scenario 7**

You are chaplain in a large organisation. A member of staff discloses to you that they are feeling bullied at work. They explain that a line manager is often curt in conversations and rarely has time for any pleasantries but recently he also shouted at them when there really was no cause to do so.

**Scenario 6**

You are a young chaplain in your local secondary school. You have grown up with many of the students and are still friends with them on social media and included in their posts. Two of the students are family members (cousin and niece) and want you to follow them on Instagram and be part of the family WhatsAPP group.

**Scenario 5**

You are a hospital chaplain. A patient says their partner speaks harshly to them and treats them in a way which exacerbates their symptoms.

In discussing discharge arrangements for the patient with clinical staff, the partner says they don’t want anyone in the house assisting with care.

**Scenario 4**

You are a railway chaplain and are alerted to someone on a high bridge over the railway who you are concerned about.

**Scenario 3**

You are a town centre chaplain and suspect that there is a brothel above one of the shops.

**Scenario 2**

You are a chaplain in a care home and notice that the personal hygiene and care of some residents has declined. You also notice that their new carers also have low levels of personal hygiene.

**Scenario 1**

As a school chaplain a former student who has just had her 18th birthday asks to meet with you.  She was a student who you had known when she was at secondary school.  Do you agree to meet?  She works full-time and is only free in the evenings.  Where do you meet?  When you meet the student discloses a serious sexual assault which took place when she was ten and took place in a community context, not related to any organisation.

**Consolidation and Evaluation**

The history and experience of evaluation in “safeguarding training” – across all sectors, not just the Church - is that it tends to focus on the immediate self-reported capturing of people’s experience of the session itself. The limitation of this is that we just do not know if such training is having any impact – do people just “attend” the training event, tick that box, and continue as before?

The evaluation that really matters is whether the “learning experience” has affected someone’s beliefs, values and understanding at a deep level so that there is a change in the person’s behaviours. They now do things not because they must do something, but because they really want to exhibit those behaviours. This is called “second order” change – when people do things because there is an inner motivation.

So, if this “learning experience” has been effective, a participant will, in some respects, be a different person from the one that started the experience. The purpose of evaluation, then, is to try to find out if any difference has indeed been achieved.

At the beginning of the workbook, we set out the learning outcomes the programme is designed to deliver, and they are repeated here. By the end of this pathway participants will:

* **Understand** what healthy culture in chaplaincy communities look like and how chaplaincies work in partnership with their organisations and churches to keep people safe and prevent abuse.
* **Connect** the Church’s mission and theological foundations with what behaviour look like in a safeguarding context, exploring how their own faith, beliefs, and values link with these.
* **Recognise** when risk assessment and management processes are required, understanding when, why and how they must be utilised.
* **Understand** more of the impact that abuse and trauma have on individuals’ lives, relationships, and interactions in a community setting, leading to better responses to victims and survivors.
* **Evaluate** aspects of their own practice and identify changes required which they then take forward with confidence.

**The evaluation task.**

If this learning programme has been successful, there will be evidence of the above behaviours which **others** will be able to see. The evaluation task, therefore, is:

Six weeks after the second session, complete the self-reflection below, on how you have applied the learning from this pathway and complete an action plan (3-4 items) showing how you will integrate your learning into your safeguarding practices. Your self-reflection and action plan should be submitted to the pathway facilitators for review:

[training.safeguarding@bathwells.anglican.org](mailto:training.safeguarding@bathwells.anglican.org) You will then receive your certificate of course completion.

**Safeguarding Leadership† - Chaplaincy Pathway - Self-Reflection and Action Plan**

Your name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Context: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Role: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Course dates: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

As a Diocese, we count it important that our leaders maintain the necessary knowledge, attitudes, and skills to safeguard and protect children, young people, and vulnerable adults. Also, to understand safeguarding as a theological imperative, rooted in the nature and love of God and demonstrated in behaviours, attitudes and language that give equal value to all.

The overall aim is for the Church to bring about a shift in our relationship with safeguarding, whereby guarding the safety of others flows from the very core of all our behaviours - where safeguarding is more than about ticking a box and is integral to all that we do.

**Self-Reflection**

Having now completed the Leadership Safeguarding Pathway please reflect on your learning from the sessions and its integration in your practice.

1. What three things have resonated or impacted you particularly during this course with regards to safeguarding?

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1. What three actions will you take to change, reinforce or challenge behaviours or practice to create a healthy chaplaincy community?

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**Action Plan**

Developing a 4–6-month action plan will allow you to implement new and observable leadership behaviours which deliver concrete safeguarding outcomes and demonstrate that safeguarding is increasingly intuitive and at the heart of everything you do.

When developing this action plan consider how you would demonstrate the learning gained to:

* **Understand** what healthy culture in chaplaincy communities look like and how chaplaincies work in partnership with their organisations and churches to keep people safe and prevent abuse.
* **Connect** the Church’s mission and theological foundations with what behaviour look like in a safeguarding context, exploring how their own faith, beliefs, and values link with these.
* **Recognise** when risk assessment and management processes are required, understanding when, why and how they must be utilised.
* **Understand** more of the impact that abuse and trauma have on individuals’ lives, relationships, and interactions in a community setting, leading to better responses to victims and survivors.
* **Evaluate** aspects of their own practice and identify changes required which they then take forward with confidence.

When creating your action plan think “SMART”



We would suggest that you develop 3-4 objectives for the next 6-8 months.

It would also be beneficial to your own learning and context for you to discuss your action plan with colleagues who might be able to support or contribute.

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| **Objective**  What would you  like to achieve or implement? | **Task/s**  What do you  need to do? | **Success Criteria**  What will it look like  if you achieve your objective? | **Timescale**  When would you like to achieve this? |
| e.g. Create an environment in which Safeguarding is not feared but spoken about openly, beyond process and policy | e.g. Safeguarding is discussed at PCC beyond reporting. | e.g. Discussions surrounding safeguarding in PCC’s are not a tick box but an open dialogue, in which we can explore how to create a safe space. | e.g. 6 months |
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Your self-reflection and action plan should be submitted to the pathway facilitators for review:

[training.safeguarding@bathwells.anglican.org](mailto:training.safeguarding@bathwells.anglican.org)

**Key relevant texts**

Oakley & Humphries (2019) **Escaping the Maze of Spiritual Abuse. Creating Healthy Christian Cultures**. SPCK Publishing. <https://spckpublishing.co.uk/escaping-the-maze-of-spiritual-abuse>

Fife, Janet and Gilo (2019), **Letters to a Broken Church.** Ekklesia.

Harper and Wilson (2019) **To Heal and Not to Hurt: A fresh approach to safeguarding in Church**, Darton, Longman and Todd

Merchant (2020), **Broken by Fear, Anchored in Hope: Faithfulness in an age of anxiety.** SPCK Publishing. <https://spckpublishing.co.uk/broken-by-fear-anchored-in-hope>

Frankl, Viktor (2004) **Man's Search for Meaning**: The classic tribute to hope from the Holocaust, Rider

Atkinson (2014), **Struggling to Forgive: Moving on From Trauma**, Monarch Books

Atkinson (2006), **Breaking the Chains of Abuse: A Practical Guide**, Lion Books

Gardiner (2021), **Sex, Power, Control: Responding to Abuse in the Institutional Church**, [www.lutterworth.com](https://www.lutterworth.com/product/sex-power-control/)

Honeysett (2022), **Powerful Leaders: When Church Leadership Goes Wrong and How to Prevent It,** [www.thegoodbook.co.uk](https://www.thegoodbook.co.uk/powerful-leaders)

Graystone (2021) **Bleeding for Jesus**, Darton, Longman and Todd

[www.dartonlongmantodd.co.uk](http://www.dartonlongmantodd.co.uk)

MacFarlane (2021) **Going Public: A survivor’s journey from grief to action**

[Going Public a Survivor's Journey from Grief to Action by Julie Macfarlane - Paperback / softback - 9781771134750 (hymnsam.co.uk)](https://chbookshop.hymnsam.co.uk/books/9781771134750/going-public)

**The Independent Inquiry into Child Sexual Abuse, Report on The Anglican Church**

[The Anglican Church: Safeguarding in the Church of England and the Church in Wales (iicsa.org.uk)](https://www.iicsa.org.uk/key-documents/22519/view/anglican-church-investigation-report-6-october-2020.pdf)

**The National Report on Past Cases Review 2**

[Past Cases Review 2 - National Report.pdf (churchofengland.org)](https://www.churchofengland.org/sites/default/files/2022-10/Past%20Cases%20Review%202%20-%20National%20Report.pdf)

**The SCIE overview report**

[SCIE Final overview report of the independent diocesan safeguarding audits and additional work on improving responses to survivors of abuse.pdf (churchofengland.org)](https://www.churchofengland.org/sites/default/files/2019-04/SCIE%20Final%20overview%20report%20of%20the%20independent%20diocesan%20safeguarding%20audits%20and%20additional%20work%20on%20improving%20responses%20to%20survivors%20of%20abuse.pdf)

**The Church of England’s safeguarding policies**

<https://www.churchofengland.org/safeguarding/promoting-safer-church/policy-practice-guidance>

**Websites**

[**www.nspcc.org.uk**](http://www.nspcc.org.uk)(National Society for the prevention of cruelty to children)

[**www.womensaid.org.uk**](http://www.womensaid.org.uk/)(Female domestic abuse charity)

[**www.restoredrelationships.org**](http://www.restoredrelationships.org/)(Christian domestic abuse charity)

[**www.mankind.org.uk**](http://www.mankind.org.uk/)(Male domestic abuse charity)

[**www.stopitnow.org.uk**](http://www.stopitnow.org.uk/)(child safeguarding organization)

[**www.scie.org.uk**](http://www.scie.org.uk/)(Social Care Institute for Excellence)

[**www.ceop.police.uk**](http://www.ceop.police.uk/)(child exploitation and online protection command)

[**www.wearehourglass.org**](http://www.wearehourglass.org)(adult safeguarding charity)

[**www.ageuk.org.uk**](http://www.ageuk.org.uk)(adult safeguarding charity)

[**www.barnardos.org.uk**](http://www.barnardos.org.uk)(child protection charity)

[**www.theclewerinitiative.org**](http://www.theclewerinitiative.org)(modern slavery charity)

[**www.modernslavery.co.uk**](http://www.modernslavery.co.uk)(modern slavery charity)

**[www.macsas.org.uk](http://www.macsas.org.uk)** (survivor advocacy charity)

**https://houseofsurvivors.org/**

[**https://survivingchurch.org/**](https://survivingchurch.org/)

**Helplines for further support**

* Safe Spaces –

Safe Spaces is for anyone who feels they have experienced church related abuse of any form in England or Wales. Safe Spaces comprises a team of trained support advocates who have undergone specialist training in supporting survivors of sexual violence and who have received additional specific training in how the churches respond to abuse cases, the way in which faith and church-related settings have been used to carry out abuse, and the issues affecting people who have had or still have, a relationship with the church.

You can contact the Safe Spaces team by: -

**Tel: 0300 303 1056**

**(Answerphone available outside of opening times)**

**Email:**[safespaces@firstlight.org.uk](mailto:safespaces@firstlight.org.uk)

A live chat service is also available through the Safe Spaces website - [Safe Spaces England and Wales – Safe Spaces England and Wales](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.safespacesenglandandwales.org.uk%2F%3Futm_source%3DSafeguarding%2520newsletter%26utm_campaign%3D57504bfe24-EMAIL_CAMPAIGN_2019_10_08_10_43_COPY_01%26utm_medium%3Demail%26utm_term%3D0_7fd532e97d-57504bfe24-249142853%26mc_cid%3D57504bfe24%26mc_eid%3Dc4f094113c&data=04%7C01%7CLisa.Clarke%40churchofengland.org%7Cf04612de456a41d4e4e408d89533fc6d%7C95e2463b3ab047b49ac1587c77ee84f0%7C0%7C0%7C637423397804696399%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=6njALewtkIuIGWNew5XKepnuvjWNooWJsaz6UbMJTPg%3D&reserved=0)

The Safe Spaces team are available through their helpline and live chat service on:

**Opening Times:** Monday - Friday: **9am-9pm** Saturday: **9am-1pm** Sunday: **1pm-5pm**

* **NSPCC** - For adults concerned about a child **0808 800 5000**
* **ChildLine** - For children and young people on **0800 1111**
* Action on **Elder Abuse** helpline **0808 808 8141**
* 24-hour National **Domestic Violence** Helpline **0808 2000 247**
* **NAPAC** – Offer support and advice to adult survivors of childhood abuse **0808 801 0331**
* **Stop It Now** – preventing child sexual abuse **0808 1000 900**
* **Cruse** – bereavement helpline **0808 808 1677**

1. A ‘Church officer’ is anyone appointed/elected by or on behalf of the Church to a post or role, whether they are ordained or lay, paid or unpaid. [↑](#footnote-ref-1)
2. The exact wording of the Church's safeguarding standards is still draft, awaiting approval by the National Safeguarding Steering Group in May 2023, but the five standard areas will be the same. [↑](#footnote-ref-2)
3. <https://www.churchofengland.org/sites/default/files/2021-07/code-of-safer-working-practice-02.07.2021.pdf> [↑](#footnote-ref-3)
4. <https://www.churchofengland.org/resources/clergy-resources/guidelines-professional-conduct-clergy/guidelines> [↑](#footnote-ref-4)