

Ministry Council: Periodic External Review Follow-up Report

Oak Hill College

Conducted onsite, March 2023

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Senior Reviewer's Follow-up Report to the 2022 Periodic External Review of Oak Hill College

Introduction

The team of reviewers representing the Church of England's Ministry Development Team visited Oak Hill College (OHC) in March 2022. The PER was conducted in person following the lifting of Covid-19 restrictions with some meetings and interviews conducted online with members of the College Council, the University Link Tutor, DDOs, IME2 Officers, and other stakeholders. One member of the team attended the meeting of the College Council in person during the week after the PER and another via zoom. In total the Review Team participated in 24 meetings over the 48 hour period.

OHC have been exemplary in the support they have offered to the senior reviewer and PER team during this process. All necessary documentation has been provided in a timely fashion and requests for information dealt with efficiently. The reviewers were very appreciative of OHC's hospitality and the level of engagement with the PER process by both staff and students.

In response to the PER recommendations OHC produced a comprehensive action plan and this together with a further progress report from the leadership team formed the basis of the follow-up meeting conducted between the senior reviewer and the President in March 2023. It was conducted in person at OHC and I am grateful to OHC for their preparation and helpfulness in providing all the necessary updates for this meeting.

The PER Team made twelve commendations and thirty-six recommendations in their report. The overall outcome was Confidence with Qualifications, with both C: Leadership and Management and E: Ministerial Formation given an outcome of Confidence.

As noted in the report, there were five key areas which the PER team deemed particularly important for attention during their visit: Common Awards, Diversity, Recruitment and Reach, External Perception and Reputation, and Leadership and Management. I outline notable changes and points regarding these below.

1. Common Awards

OHC remains outside Common Awards. Since the PER, it has continued to engage with the question of whether extending their programmes to include a Common Awards pathway is appropriate for the college at this time. It is worth noting that the uncertainty surrounding the future funding of ordination training and the implications of the recommended changes in practice regarding the blessing of same-sex relationships following the General Synod's decision in February this year are significant factors in discussions between OHC and the CofE Ministry Team. However, the slow progress on the issue means that any proposal for the implementation of a Common Awards stream by 2024 as recommended in the PER report is likely to be delayed (see response to Recommendation 3).

2. Diversity

OHC has continued to give attention to its limited diversity. This has been addressed through developing links with diaspora churches, the Access Bursary Scheme, its Diversity Forum, and the College Council setting up a Nominations Working group to focus on developing diversity in its membership, and is also reflected in its marketing and recruitment strategy.

3. Recruitment and Reach

The uncertainty regarding funding for ordination training and the residential training track in particular is an ongoing matter of concern.

OHC is rooted in the Protestant and evangelical tradition with its emphasis on the authority of scripture. The outcome of the February debate at General Synod has raised significant questions for the OHC community. At present the impact on the recruitment of ordinands within the distinct tradition OHC represents is unknown. There are also recruitment implications regarding the free church constituency relating to its perception of OHC's relationship with the Church of England.

The recent development of links with migrant independent church leaders by the President is encouraging, but it continues to be important that OHC invites DDOs and bishops to OHC to increase their reach within the CofE.

4. External Perception and Reputation

During the PER visit, the team heard overwhelmingly positive comments from OHC stakeholders. It remains the case that those who have personal contact with OHC are impressed by the quality of its ordinands and teaching. The new material on the website will make a positive contribution to challenging some of the negative perceptions regarding the college. The President has also invited an increased range of church leaders to recruitment and publicity events and hosted some follow up meetings. OHC continues to address this issue as part of its strategic plan specifically in terms of enhancing its recruitment and public profile.

5. Leadership and Management

The Review team were impressed by the leadership and management of OHC. This received an outcome of Confidence in the PER report. The PER Team were impressed with the functioning of the leadership team, overall management structures and its relationship with the College Council. Since the PER, the Director of Operations and Finance has left with the new post holder expected to take up the position in late April 2023. The President and Vice-Principal (Marketing & Admissions) have announced their forthcoming departure from OHC at the end of this academic year. Hence the current shape of the leadership team will have undergone significant changes by the beginning of next academic year.

These forthcoming changes in OHC's leadership team need to ensure that the outstanding relationship between OHC's leadership and the College Council is preserved along with the positive staff culture established by the current President.

Conclusion

Overall, I have been impressed by the attention that OHC has given to the PER recommendations. The quality of leadership and management within the college has ensured that a significant number of their responses to the PER recommendations have resulted in issues being incorporated into their review processes, integrated into the work of a Working Group or being used to reinforce areas in their strategic thinking. I welcome this along with the actions OHC has implemented in the past 12 months to improve its student support, placement experience, partnerships and external relationships and diversity. Given the challenges TEIs have faced during and after the Covid-19 pandemic along with the current uncertainties in the sector, I commend OHC for their responses. I hope that these will enhance their current practice, strategic thinking and enable them to face the future with confidence.

Dr Jocelyn Bryan, Senior Reviewer
March 2023

Oak Hill College's response to the 2022 PER recommendations

The 2022 report's 36 recommendations are set out below in **bold**. Each is followed in *italics* by the actions taken, or the agreed action plan setting out OHC's intended response, and in regular type by the Senior Reviewer's assessment of progress.

Recommendation 1

We recommend that OHC produces a document outlining its formational aims for its website.

Actions Undertaken

OHC has reviewed and updated its Graduate Profile page to ensure that the College's formational aims are presented clearly and located in one place. The content remains under review.

I am satisfied that the Graduate Profile clearly presents the formational aims of OHC and encourage OHC to review this annually.

Recommendation Implemented

Recommendation 2

We recommend that OHC continues to further its attempts to increase its diversity profile and implements a detailed action plan to address this weakness.

Actions Undertaken and Planned

The President has met regularly with the Student Committee Diversity Rep. A second review of the Access Bursary Scheme, the Flexible Learning Programme and Equip Events is taking place with respect to their impact on diversity. An action plan will be developed to address any issues identified and be in place by May 2023.

Clearly this response demonstrates OHC's commitment to increasing diversity within the college. It is important that the action plan covers all categories of diversity and is reviewed and reported on at least annually.

Recommendation Progressed – Further Action Planned

Recommendation 4

We recommend that OHC hosts a number of events providing opportunities for them to showcase their vision and formational aims. This could include students sharing their experience of Oak Hill and some receiving incumbents etc.

Actions Undertaken and Planned

OHC is in the process of recording video resources for their website from current students, receiving incumbents and alumni. They have hosted several events for prospective students and church leaders and

encouraged more church leaders from a greater variety of backgrounds to attend. Events have included the regular Open Mornings, and a Zoom event in which the value of theological education was explored alongside OHC's vision and formational aims. Further events are planned in 2023.

OHC has addressed this recommendation and I hope that their investment in video material and events has a positive impact on recruitment and leads to a better understanding of OHC's vision and formational goals.

Recommendation Implemented – No Further Action

Recommendation 5

We recommend that OHC enhances its website further to include video footage of students sharing their experience, a message from the President and other helpful material to positively inform its profile in the TEI sector.

Actions Undertaken and Planned

Video resources described in response to Recommendation 4 are also planned to include both female students and staff sharing their positive experience of OHC.

I am pleased that OHC has planned these additions to its website and suggest that a female graduate reflecting on how OHC equipped her for ministry is also part of the video resources. I hope these will enhance the profile and attractiveness of OHC as well as rectify some misconceptions of the college.

Recommendation Progressed - Further Action Planned

Recommendation 6

We recommend that OHC reviews its marketing strategy and engages some external expertise/ consultancy to address the lack of diversity in its student body.

Actions Undertaken and Planned

This recommendation is being addressed through the work of the Strategic Plan which includes a review of the marketing strategy and the development of a business plan for the Marketing Team.

It is evident that OHC recognise the importance of addressing their lack of diversity. I am satisfied that they are taking a number of measures in response to Recommendations 4, 5, & 6 to address this issue. It is important that the effectiveness of any action plan is reviewed regularly and the possibility of drawing on some external expertise is given due consideration.

Recommendation Implemented – Further Action Planned

Recommendation 7

We recommend that OHC establish links with other TEIs in the region to reflect on good practice and to better inform their decision regarding Common Awards.

Actions Undertaken and Planned

In January 2023 the President contacted colleagues in a number of TEs to discuss with them their experience of Common Awards. This will be followed up again shortly. He also participates in the Principals' meeting.

Recommendation Progressed – Further Action Planned

Recommendation 8

We recommend that OHC seek ways of establishing and developing more relationships with churches and organisations (including more diverse chaplaincy contexts) and other faith communities that will enable its students to experience more fully the diversity easily available to it.

Actions Undertaken and Planned

OHC has made considerable progress in establishing relationships with a network of migrant independent ('diaspora') church leaders in response to this recommendation. Ten of these church leaders visited OHC and were given an opportunity to see some sample teaching and ask the President a series of questions which are being followed up. They were also encouraged to bring potential students and other church leaders to Open Mornings planned for later in the year. This is a strategic move by OHC towards becoming a place where such independent church leaders can receive training and encourage others from their networks to do so.

The President is developing links with the Chinese Church in London and a list of diverse chaplaincy contexts is now available on a dedicated placement page on the college VLE.

The President has also been in contact with the Jesus House churches to begin developing links.

OHC has built on its existing relationship with Southall and planned two events for May 2023 that include trips to a Sikh Gurdwara, Mosque and Hindu Temple and an opportunity to explore the gospel in a multi-cultural setting. The college Islam Tutor will also lead a visit to the East London Mosque.

I am impressed with the progress in response to this recommendation. It is encouraging to see OHC establishing fruitful links with the diverse churches within its easy reach and tapping into the rich multifaith context available to it. The new focus on developing relationships with Diaspora churches is of strategic importance and will hopefully improve the diversity profile of the College.

Recommendation Implemented.

Recommendation 9

We recommend that OHC ensures that spouses are confident and knowledgeable concerning safeguarding procedures and that they operate in accordance with this on site.

Actions Undertaken and Planned

The on-site signage and the guidance provided to spouses concerning life on campus is being reviewed. Safeguarding information to spouses is also being reviewed with the aim of increasing clarity and confidence concerning safeguarding procedures.

The planned review and any subsequent actions should ensure that this recommendation is addressed.

Recommendation Progressed – Further Action Planned

Recommendation 10

We recommend that OHC institutes a lead member of staff to oversee the support of students with disabilities. This member of staff is to be fully aware of the appropriate support (pastoral, educational and technical) and recommended reasonable adjustments for each student’s needs. They will act as an advocate for these students and brief faculty staff on each student’s RRA. We advise any training on these matters takes place for both this member of staff and the faculty team.

Actions Undertaken and Planned

The post of Assistant Academic Registrar (to whom this responsibility formally belonged) was advertised in Autumn 2022, and interviews take place in March/April 2023. In the meantime, the Senior Register is covering this task, working with the Director of Pastoral Care, and briefing the teaching staff about various ways to support students with a range of specific learning difficulties. The Director of Pastoral Care is following up on a number of contacts in the HE sector with a view to arranging some dedicated training for College staff.

With the appointment of the Assistant Academic Registrar holding this brief, I am satisfied that this recommendation will be implemented.

Recommendation Progressed -Further Action Planned

Recommendation 11

We recommend that the Safeguarding and Policy Procedures are updated to include the October 2017 practice guidance.

Actions Undertaken

The Safeguarding Policy & Procedures have been updated to include the October 2017 practice guidance highlighted by the PER Team: the amended documents were approved by the College Council at its June 2022 meeting.

Recommendation Implemented – No Further Action

Recommendation 12

We recommend that OHC review its pastoral oversight and sets a minimum of three one to one tutorials for each student per semester.

Actions Undertaken and Planned

A review was led by the Director of Pastoral Care in November 2022. One outcome of this review has been to increase the number of formal one-to-one tutorials for full-time students to two per semester which will come into effect during Semester 2. Pastoral care for part-time students (including tutorials) is also being reviewed as part of the wider development of a part-time distance education mode of study: the intention is to validate this mode with the University in September 2023, with the first intake of students arriving in September 2024.

The PER recommendation has not been implemented to the suggested minimum number of 3 tutorials per semester. I consider 2 tutorials per semester as still insufficient especially given that there are only two semesters per year and therefore a student will only receive 4 hours of direct 1-1 tutorial contact time per annum. This limits considerably the time for one to one reflection on learning, spiritual development and ministerial formation. I am also concerned about the lack of opportunity to garner sufficiently detailed and well evidenced knowledge of the student for the annual reporting process to the sponsoring bishop.

Recommendation Not Fully Implemented – Further Action Required.

Recommendation 13

We recommend that OHC continues to develop the range of resources and opportunities to experience and explore different spiritualities and different modes of praying as part of increasing its diversity of worship and prayer.

Actions Undertaken and Planned

Discussions have taken place between the Student Committee Diversity Rep and the College Chaplain regarding the addition of further information and materials on the College VLE to help students explore various types of prayer practised by different cultures as well as drawing on different modes of prayer in Christian history. It is proposed that this will include new information on the Chapel landing page as well as a new subsection concerning ‘Diverse Expressions of Prayer’. For next academic year (2023-24), the Chaplain will update the Chapel Rota to ensure that Wednesday prayers include space for diverse expressions of prayer every 3-4 weeks, and revise the guidance available for students in order to point them to the resources available on the VLE helping them incorporate these resources as they prepare for and lead services.

The enhanced information on the VLE will have more prominent links and Fellowship Groups, informal groups and students more generally will be encouraged to engage with this as they plan worship services. Quiet Day material will also be more readily available to facilitate greater awareness of different spiritualities.

Recommendation Progressed – Further Action Planned

Recommendation 14

We recommend that OHC implement a feedback proforma for the evaluation and feedback of preaching and leading worship. This should be included in the Chapel Handbook and there should be a formal process for feedback involving a conversation between the student and their tutor.

Actions Undertaken and Planned

OHC's current practice of the Tutor in Word Ministry providing feedback on preaching will continue for the time being. However, a review of the current mechanisms for evaluation of and feedback on preaching in chapel is planned to take place after the Easter Break and will include the possible introduction of a proforma. This will be followed in Summer 2023 by consideration of how tutors can best provide feedback and support for the leading of chapel services.

Recommendation Progressed –Further Action Planned

Recommendation 15

We recommend that the purpose of the Fellowship Groups is reviewed and clearly defined; and that the tutor's role and their participation in the Fellowship Group is clearly bounded and ground rules are put in place with respect to confidentiality and expectations on disclosure of personal information in the group for both the tutor and students.

Actions Undertaken and Planned

The College has reviewed the purpose of Fellowship Groups. A paper has been produced which provides greater clarity regarding their purpose, operation and the role of the tutor in the group. The final version of the paper was discussed at Faculty Meeting in January 2023. A student facing paper will be published on the College VLE.

I am pleased that this review has taken place and provided greater clarity regarding the functioning of these groups. However, I remain concerned regarding the role overlap/confusion between the tutor as a member of the group and as a personal tutor to the individual members of the group. I encourage OHC to consider either removing tutors from the groups altogether and creating the role of a tutor mentor to the leaders of the groups, or maintaining tutors as members of the groups but ensuring that they are not the personal tutor to any students in that fellowship group.

Recommendation Progressed - Suggested Further Action

Recommendation 16

We recommend that OHC considers how to provide confidential pastoral support outside of faculty staff and the reporting system and maybe considers employing a part time assistant chaplain for this purpose.

Actions Undertaken and Planned

The Director of Pastoral Care has prepared a draft paper highlighting the various levels of pastoral care available to students: this includes informal care and support in the context of a residential community; a student's relationship with their Fellowship Group Tutor; support from the Director of Pastoral Care; and referral to external support services where appropriate. The paper will shortly be discussed by the Leadership Team, Faculty and the Student Common Room Committee, and will then be published on the College VLE.

I welcome this paper as a useful source of information for students. However, because of the complexity of community life and overlapping roles, only information regarding referral to external support services will provide confidential pastoral support outside the reporting system. I therefore urge the College to reconsider employing a part-time chaplain to provide easy access for students to confidential pastoral support.

Recommendation Progressed -Suggested Further Action

Recommendation 17

We recommend that OHC introduce a new post of Deputy to the Vice Principal for Faculty to share both line management and academic responsibilities. The Deputy could have a specific role, such as Director of Postgraduate (or Undergraduate) Studies or be a full Deputy. In either case, line management responsibilities should be split between the two posts.

Actions Undertaken and Planned

As noted previously, there will be significant changes in the leadership team at OHC during the summer of 2023. In light of this, both support for the Vice-Principal (Academic Programmes) and possible changes to his job description will be incorporated into the proposed shape of the new Leadership Team. Conversations are ongoing and will continue during Semester 2 when the new Director of Operations & Finance arrives in late April 2023.

Clearly the departure of two members of the leadership team plus a new Director of Operations and Finance provides a good opportunity for OHC to act on this recommendation to reduce the line management responsibilities of the Vice Principal for Faculty.

Recommendation Progressed - Further Action Planned

Recommendation 18

We recommend that OHC recruit at least one Council member who is a senior representative of one of the sending denominations.

Actions Undertaken and Planned

There is already a member of the Archbishops' Council on OHC's College Council and the College will continue to seek an evangelical bishop to serve on the College Council who will be sympathetic to the ethos and theological position of the College.

At Council meeting in November 2022 the Chair gave an update on its analysis of the skills and diversity within the Council. A recruitment agency had been employed to assist in this work and a Nominations Working Group has been set up with the remit to address this PER recommendation and focus on developing the diversity and experience of the College Council.

I consider the establishment of the Nominations Working Group to be a very positive response to this recommendation and hope it will lead to greater diversity and a wider range of skills on the College Council

Recommendation Progressed - Further Action Planned

Recommendation 19

We recommend OHC continue to seek greater gender equality on Council as a matter of urgency, and also to address other aspects of diversity, such as ethnic background and disability.

Actions Undertaken and Planned

See Response Recommendation 18 Above

Recommendation 20

We recommend OHC recruit a member of Council with housing management expertise.

Actions Undertaken and Planned

See Response Recommendation 18 Above

Recommendation 21

We recommend that OHC review its risk reporting and draw up a key risks register (either in addition to or in place of its current register) to enable a sharp focus on its few really key risks, and the mitigating actions identified to address them.

Actions Undertaken and Planned

A Key Risks Register has been produced. This was reviewed by the Finance and General Purposes Committee in January 2023.

Recommendation Implemented – No Further Action

Recommendation 22

We recommend that all faculty staff undertake an Advance HE qualification either to Associate Fellowship or Fellowship within the next two years and that new staff (as appropriate) are required to enrol for the Associate Fellowship Award in their first year at OHC.

Actions Undertaken and Planned

OHC has taken a number of steps to progress this. All Faculty staff have been requested to complete the Advanced HE Fellowship Diagnostic Tool to identify the appropriate level of fellowship for their teaching experience. Various options are being explored from a number of organisations in order for the Vice-Principal (Academic Programmes) to make an informed choice and prepare a training schedule for all staff to achieve an appropriate qualification over the next few years.

Recommendation Progressed – Further Action Planned

Recommendation 23

We recommend that the two female faculty staff are provided with a female mentor for support and personal development.

Actions Undertaken and Planned

OHC is in discussion with the two female members of staff to identify a suitable mentor.

Recommendation Progressed – Further Action Planned

Recommendation 24

We recommend that the leadership team consider making future faculty appointments to increase/broaden the specialisms of the faculty staff team and reduce overlap.

Actions Undertaken and Planned

Immediate and future priorities for staff recruitment have been identified in line with OHC's strategic plan. Two lecturing positions have been advertised since the PER; one in Old Testament & Hebrew and the other in New Testament & Greek. There are discussions taking place to bring the Current Research Fellow on to the staff once her PhD is completed. OHC is considering future posts as part of their strategy to achieve the validation of a distance learning pathway for part time students. Further appointments and continuing staff development are likely to include covering gaps in practical theology, spirituality and missiology.

I appreciate the desire to maintain a strong team of biblical scholars at OHC, but encourage OHC to continue to reduce overlap and plug the obvious gaps identified in their staff team's expertise as a key priority in its strategic planning.

Recommendation Progressed – Further Action Planned

Recommendation 25

We recommend that the leadership team continue to be intentional in their recruitment of female lecturers and consider inviting some women as visiting lecturers as well as providing opportunities for women to give occasional lectures in modules in accordance with their specialisms.

Actions Undertaken and Planned

OHC continues to be intentional in their recruitment of female staff. They have appointed a female co-lecturer on a new postgraduate elective module for the current academic year and are consulting explicitly for female visiting lecturers as opportunities arise.

Recommendation Implemented – No Further Action

Recommendation 26

We recommend that OHC continues to develop ways to make full use of its excellent resources to grow its student numbers and develop its potential to serve the church in theological education and Christian formation.

Actions Undertaken and Planned

OHC strategic planning includes objectives to increase student numbers and increase its contribution to serve the church especially through the opportunities presented by its AV equipment and library facilities. Increasing its public profile is also an important by-product of this strategy.

Recommendation Implemented – No Further Action

Recommendation 27

We recommend that OHC ensures that there is a clear rationale for formative assignments and consistency across all modules.

Actions Undertaken and Planned

Since the PER visit, and following the Postgraduate Programmes Review with Middlesex University, the College has reviewed its provision of formative assessment at Level 7 and made changes to build in further opportunities for such assessment. The Quality Assurance & Enhancement Manager has begun a review of the amount and distribution of formative assessment at undergraduate level. Where possible clarifications ahead of the next academic year are being made in liaison with the University. The QAE Manager's review will be used to inform the development of an Assessment Tariff as part of the forthcoming Undergraduate Programmes Review (preparations for which will begin in Autumn 2023).

I am satisfied that the approach outlined above and with due consultation with Middlesex University as its validating body, will address the discrepancies apparent at the time of the PER.

Recommendation Progressed – Further Action Planned

Recommendation 28

We recommend that OHC as part of its proposed move to Moodle adopts plagiarism detection software - for example Turnitin.

Actions Undertaken and Planned

Following the PER Review, the College has consulted with their University Link Tutor and three External Examiners and undertaken a costing exercise to explore the possibility of adopting plagiarism software. They have concluded that the potential benefits of adopting Turnitin would be outweighed by the expense. However, they have decided to keep a watching brief on this and will revisit the issue in Summer 2023, drawing on academic integrity cases identified during the year (there have been three to date in 2022-23).

OHC has also been in discussion with University colleagues about the potential impact of AI software (such as ChatGPT) on authentic assessment, and have been invited to participate in a number of forthcoming University activities on this topic.

As this recommendation suggests, I encourage OHC to adopt plagiarism software and continue to explore the impact of AI software on assessments.

Recommendation Progressed but not yet fully implemented.

Recommendation 29

We recommend that OHC explores introducing a Foundation Award to widen access to those with little education experience.

Actions Undertaken and Planned

The Quality Assurance Enhancement Manager has held an initial conversation with the University Link Tutor about the possibility of validating a Foundation Award through Middlesex University, and these conversations will continue with the Academic Partnerships Team as part of our preparations for the Undergraduate Programmes Review.

Recommendation Implemented – Further Action Planned

Recommendation 30

We recommend that for Ordinands the Short Dissertation/Project and Christian Leadership become compulsory modules.

Actions Undertaken and Planned

OHC has made a comprehensive case for not making the short dissertation a compulsory module outlining how this would impact on access issues, reducing student choice at BA level and become an obstacle to students wishing to take Greek and Hebrew at degree level.

Making Advanced Christian Leadership compulsory has been discussed at a Faculty Meeting and a review of the uptake for this module since its launch will be undertaken by the Quality Assurance Enhancement Manager. The possibility of student consultation on making this change in the short term is also being considered as opposed to making it part of the forthcoming wider Undergraduate Programme Review.

I consider this response to be satisfactory, but encourage OHC to continue to reflect on the opportunities available at degree level for OHC students to conduct an independent piece of research.

Further Action Planned.

Recommendation 31

We recommend that OHC ensures that all Anglican ordinand students regardless of whether it is a BAP/discernment recommendation are being sufficiently pushed beyond their ‘comfort zones’ in

training and undertake a placement experience in a setting outside their preferred tradition and setting, in order to prepare effectively for ministry in the wider context of the Church of England.

Actions Undertaken and Planned

OHC has undertaken a number of initiatives to raise the profile of placements and the range of placement opportunities available. This should ensure that students can undertake placements which stretch them and are different from their preferred tradition and context (see also Response to Recommendation 8).

Recommendation Implemented – No Further Action

Recommendation 32

We recommend that OHC ensures that there are opportunities for all students to engage in the practice of mission and evangelism.

Actions Undertaken and Planned

OHC hosted an SCR led evangelism fair in Autumn 2022 which included showcasing the ways in which students can engage in mission and evangelism at OHC.

The Director of Global Mission is arranging a number of overseas mission trips and a series of London based activities.

I am pleased to note these developments and encourage OHC to be intentional concerning the opportunities it offers and the profile given to enriching students' experience of engaging in mission and evangelism.

Recommendation Implemented – No Further Action

Recommendation 33

We recommend that OHC provides into their programme opportunities for students to learn and engage in nurturing others in discipleship and vocation.

Actions Undertaken and Planned

OHC's Fellowship Groups are the focus of nurturing others in discipleship and vocation and the recent review of these has emphasised that function. Furthermore, OHC have contacted the Diocese of St Albans to explore the possibility of participating in their vocations recognition track.

Recommendation Implemented – No Further Action

Recommendation 34

We recommend that each ordinand has a spiritual director or soul-friend during their time at OHC.

Actions Undertaken and Planned

Work on this is scheduled for May 2023. The Chaplain is planning a 'Growing Spirituality' page for the Chapel section of the VLE and this will include an outline of the value of Spiritual Direction. A meeting of ordinands towards the beginning of the academic year will share resources and help them identify and receive the spiritual support they need.

This response is encouraging and will hopefully enable all ordinands to have a spiritual director or soul friend for the next academic year.

Further Action Planned

Recommendation 35

We recommend that the college consider making a heart for safeguarding one of its Graduate Profile Attributes under effective church leadership.

Actions Undertaken and Planned

The Graduate Profile has been updated to include a heart for safeguarding.

Recommendation Implemented – No Further Action

Recommendation 36

We recommend that increased attention is given to the consideration of lament, confession and dealing with struggles, failure and disappointment in ministry in the life of the OHC community.

Actions Undertaken and Planned

The review of Fellowship Groups drew attention as to how these issues can be engaged with in that context. The identification of appropriate resources for discussion is taking place.

The pattern of prayer and lament in chapel is being reviewed and liturgical and devotional resources for use in chapel are being identified.

On Ash Wednesday, a service of lament around Psalm 5 took place, and the College took the opportunity to reflect and discuss in Fellowship Groups lament, confession and dealing with struggles/disappointments.

I affirm the actions taken thus far in response to this recommendation.

Recommendation Implemented - Further Action Planned