

Wilkinson and Jay Reports Response Group

Terms of Reference

Project Name	Wilkinson and Jay Reports Response		
Senior Responsible Officer	Katie Harrison		
Response Manager	Dominic Goodall	Administrative Officer	Camilla Golding

Document Control

Date	Version	Status	Prepared by	Reason for change
20/02/2024	0.1	Draft	Katie Harrison	First full draft
08/03/2024	1.0	Final	Katie Harrison	Amends following General Synod and related input, including: Confirmation of Jay report publication (2.3) Additional names of Group members (3.2.2 and 3.3.3) Revising role descriptions to clarify responsibilities of members (3.2.2 and 3.3.3) Addition of external co-chair role (3.2.2) Clarification of process for advising governance bodies (2.7)
21/03/2024	1.1	Further additions following Response Group feedback	Katie Harrison	At Response Group request, Added section on declaration of interest (4.6) Additional name of Group member (3.2.2) Added name of administrative officer
25/09/2024	1.2	Revision following Response Group feedback	Camilla Golding	At Response Group request, minor edits: Added syntax to clarify link to section 4.4 (2.5) Revision of role descriptions to clarify members and responsibilities (3.2.2) Amended Response Manager and Administrative Officer

1. Introduction

1.1. The purpose of this document is to provide clarity and detail regarding:

- Response Group membership
- Response Group members' roles and responsibilities
- Response Group meeting arrangements

2. Scope of responsibilities

2.1. Following a rigorous process of engagement and fieldwork, the lead safeguarding bishop presented to General Synod in July 2024 a report on work delivered to the mandate issued by General Synod in February 2024.

2.2. This related to review and exploration of recommendations from Dr Sarah Wilkinson (December 2023) and from Professor Alexis Jay (February 2024) following events surrounding the Independent Safeguarding Board (ISB) during 2023.

2.3. In July 2024, General Synod passed a motion to commission the lead safeguarding bishop to deliver:

(a) Comprehensive feasibility analysis of four indicative models outlined in GS 2364;

(b) Recommendations relating to a proposed structural model of organisation/s to deliver and scrutinise Church safeguarding, prioritising above all else the findings outlined in paragraphs 65 and 66 of GS 2364 and clearly answering the questions outlined in paragraph 67 of GS 2364;

(c) Clear and costed descriptions of the financial, governance, legal, constitutional, Human Resources and technological capacity implications of the recommended model at (b) above;

(d) Offer of appropriate and accessible training in trauma-informed practice to all General Synod members funded by the NCIs, for example through webinars or similar;

(e) Response to any early indications from a new Government about any imminent mandatory reporting legislation, and accordingly beginning to develop Church of England policy and prepare recommendations in relation to mandatory reporting, safeguarding, and ministry; and

(f) Development of local and national capacity and infrastructure to respond to concerns and enquiries relating to conduct, HR, mental health, bullying and related

matters in order to release the capacity of safeguarding professionals to concentrate on safeguarding delivery.

2.4. The purpose of the Response Group is to oversee the work required to deliver points (a) to (d) of paragraph 2.3 above, briefing the National Safeguarding Steering Group (NSSG) and then advise the House of Bishops and the Archbishops' Council. Following this, the response to these reports will be presented to General Synod for debate.

2.5. The main responsibilities of the Response Group include, but are not limited, to:

- Oversight of and prioritisation of work which contributes to advice to the NSSG, House of Bishops and the Archbishops' Council on proposals for the future of Church Safeguarding drawing on the Jay Report, incorporating the lessons learned from the Wilkinson Review;
- Bringing support and challenge to the Lead Bishop and Co-Chair to ensure the work is delivered on time and meets the expectations of the survivors of the wider Church;
- Making sure that victims and survivors are involved in the work and that their voices are heard;
- Advising staff team as to implications for the frontline of safeguarding work – in particular from dioceses, parishes and cathedrals – of the proposed organisational design modelling and related matters and bringing best practice from other sectors and other geographies into the Church;
- Referring matters to trustees of the relevant bodies for decision where appropriate;
- Advising and supporting the lead bishop in deciding which options and ways forward to recommend to the relevant governance bodies; and
- Within the agreed boundaries of confidentiality (Security) (see paragraph 4.4 below), help the staff team to promote and disseminate findings across different stakeholder groups as required, inspiring confidence among stakeholders across the Church.

2.6. The Response Group has no delegated authority to deliver any duties which are the responsibility of the trustees or to approve any expenditure.

3. Membership

3.1. Response group

3.1.1. The Response Group includes lay and ordained leaders and practitioners within the Church of England (particularly Archdeacon, Parish Safeguarding Officer, Diocesan Secretary, Cathedral, Chair of Diocesan Safeguarding Advisory Panel, Diocesan Safeguarding Adviser and Archbishops' Council member), and independent members with senior social work leadership or equivalent experience. Staff members of the National Church Institutions (NCIs) act as advisers to the Response Group.

3.1.2. All participants in the Response Group should do their best to:

- Attend all meetings. Members of the Response Group may not send deputies, although staff advisers may do so where particular expertise is required;
- Provide operational and strategic advice and support regarding delivery of the work;
- Review all meeting documentation in advance of meetings and provide feedback and recommendations based on their expertise and experience as relevant.

3.2. Response Group members

3.2.1. The Response Group should do their best to:

- Attend all meetings;
- Review all meeting documentation in advance and provide feedback based on expertise and experience as relevant; and
- Review, advise on and (after discussion and any required amendment) advise the Lead Bishop on preferred options.
- Deliver agreed actions between meetings, communicating with stakeholders where this has been agreed in the meeting.

3.2.2. Responsibilities individual to roles are listed below:

Board Member	Role	Responsibilities
Joanne Grenfell, Bishop of Stepney	Response Group Co- Chair (as lead safeguarding bishop). This appointment is approved by Archbishops Council.	Working collaboratively with the Co- Chair, chairing the Response Group and publicly representing its work; Overseeing the Response Group's alignment with and contribution to the safeguarding objectives of the Church of England and make recommendations to the governance bodies; Acting as a link between the Response Group and strategic level decision-making groups; Serving as a voice for the Response Group's work and ensuring that appropriate organisational priority is given to it throughout its development; and Helping to ensure the Response Group delivers its intended objectives.
Lesley-Anne Ryder, External Co-Chair	Response Group Co- Chair, bringing external expertise based on senior leadership experience in a public	Working collaboratively with the Co- Chair, chairing the Response Group and publicly representing its work;

	sector change management context.	<p>Overseeing the Response Group's alignment with and contribution to the safeguarding objectives of the Church of England;</p> <p>Acting as a link between the Response Group and strategic level decision-making groups;</p> <p>Serving as a voice for the Response Group's work and ensuring that appropriate organisational priority is given to it throughout its development; and</p> <p>Helping to ensure the Response Group delivers its intended objectives.</p>
Jamie Harrison	Archbishops' Council member	<p>Advise the Response Group on the Archbishops' Council's concerns and ways of working;</p> <p>Advise the staff team as to effective reporting to and advising of the Archbishops' Council; and</p> <p>Bring advice, input and challenge based on expertise and experience.</p>
Miranda Threlfall-Holmes	Archbishops' Council member	<p>Advise the Response Group on the Archbishops' Council's concerns and ways of working;</p> <p>Advise the staff team as to effective reporting to and advising of the Archbishops' Council; and</p> <p>Bring advice, input and challenge based on expertise and experience.</p>
Rick Simpson, Archdeacon of Auckland (Durham Diocese)	Leader in a church context, bringing practical experience based on ministry as an Archdeacon	<p>Help the Response Group to understand the role of Archdeacon in relation to safeguarding;</p> <p>Advise the staff team as to effective methods of engagement with Archdeacons and implications for Archdeacons of the proposed organisational designs;</p> <p>Champion the work of the Group and the staff team, encouraging Archdeacons and other colleagues to participate in engagement; and</p> <p>Bring advice, input and challenge based on expertise and experience.</p>

<p>Debbie Innes-Turnill, Diocesan Safeguarding Advisory Panel Chair (Gloucester Diocese)</p>	<p>Leader in a safeguarding context, bringing practical experience of scrutinising, challenging and supporting diocesan level safeguarding strategies and structures</p>	<p>Help the Response Group to understand the role of the Diocesan Safeguarding Advisory Panel (DSAP);</p> <p>Advise the staff team as to effective methods of engagement with Diocesan Safeguarding Advisory Panel Chairs and implications for DSAPs of proposed organisational designs;</p> <p>Champion the work of the Group and the staff team, encouraging Diocesan Safeguarding Advisory Panels and other colleagues to participate in engagement; and</p> <p>Bring advice, input and challenge based on expertise and experience.</p>
<p>Mark Humphriss, Diocesan Secretary (Oxford Diocese)</p>	<p>Leader in a church context, bringing practical experience of managing and overseeing diocesan activities</p>	<p>Help the Response Group to understand the role of Diocesan Secretary in relation to safeguarding;</p> <p>Advise the staff team as to effective methods of engagement with Diocesan Secretaries and implications for Diocesan staff and Diocesan Boards of Finance of proposed organisational designs;</p> <p>Champion the work of the Group and the staff team, encouraging Diocesan Secretaries and other colleagues to participate in engagement; and</p> <p>Bring advice, input and challenge based on expertise and experience.</p>
<p>Jack Dunn, Chapter Safeguarding Lead, Chichester Cathedral</p>	<p>Leader in a church context, bringing practical experience of frontline safeguarding practice in a Cathedral</p>	<p>Help the Response Group to understand the work of Cathedrals in relation to safeguarding;</p> <p>Advise the staff team as to effective methods of engagement with Cathedrals and implications for Cathedrals of proposed organisational designs;</p> <p>Champion the work of the Group and the staff team, encouraging Cathedral safeguarding leads and other colleagues to participate in engagement; and</p> <p>Bring advice, input and challenge based on expertise and experience.</p>

<p>Suzy Fatcher, Diocesan Safeguarding Adviser</p>	<p>Practitioner in a safeguarding context within the Church, bringing practical experience of safeguarding practice at diocesan level</p>	<p>Help the Response Group to understand the role of the Diocesan Safeguarding Adviser (DSA);</p> <p>Advise the staff team as to effective methods of engagement with DSAs and implications for Church-based safeguarding professionals of proposed organisational designs;</p> <p>Champion the work of the Group and the staff team, encouraging DSAs and other colleagues to participate in engagement; and</p> <p>Bring advice, input and challenge based on expertise and experience.</p>
<p>Julia Oulton, Parishes of Much Marcle (St Bartholomew) and Yatton (All Saints)</p>	<p>Practitioner in a church context, bringing practical experience of frontline safeguarding practice at parish level</p>	<p>Help the Response Group to understand the role of the Parish Safeguarding Officer (PSO) in relation to safeguarding;</p> <p>Advise the staff team as to effective methods of engagement with PSOs and implications for PSOs of proposed organisational designs;</p> <p>Champion the work of the Group and the staff team, encouraging PSOs and other colleagues to participate in engagement; and</p> <p>Bring advice, input and challenge based on expertise and experience.</p>
<p>At least two victims/survivors</p>	<p>Recruited by open call to survivor network via NST</p>	<p>Help the Response Group to understand the wide range of survivor perspectives in relation to Church safeguarding and the various ways that abuse affects a survivor's relationship with and experience of the Church;</p> <p>Remind the Response Group to prioritise the safety of the many different groups of people who come into contact with the Church, at all levels and particularly locally; and</p> <p>Bring advice, input and challenge based on expertise and experience.</p>
<p>Barbara Peacock</p>	<p>Independent member with senior social work leadership experience</p>	<p>Bringing challenging and helpful questions from outside of the Church; and offering a professional social work leadership perspective.</p>

- 3.2.3. Where possible, the Church representative roles were recruited by open call via networks and/or writing to all relevant practitioners to invite interest, in order to assess interest from practitioners whose interest in this project may not already be known to the NCIs, and to attempt to gather a diverse range of members across both provinces, various ministry contexts and church traditions, and multiple demographics.
- 3.2.4. Recognising that the Church serves people from a wide range of backgrounds, experiences and cultures, and that Church safeguarding must serve this rich diversity, the membership of the Group has been designed to reflect a variety of roles and ministries, locations and contexts. The current composition of the group includes people of various ages, sexual orientations, genders, and disabilities. Given that the leadership of the Church is not racially diverse, it has been extremely difficult to attract of mix of people who will help us understand the ways that racial justice and safeguarding intersect.

3.3. Advisors and guests

3.3.1. **Advisors** are usually staff members of the NCIs and will have specific responsibilities as detailed below:

- Attend all meetings, or arrange for appropriate expertise to be delivered by a colleague when unable to attend;
- Provide operational and strategic advice and support to help deliver the work and produce the work in line with the decisions of the Response Group;
- Identify and brief the Response Group on relevant risks;
- Aid mitigation of risks and issues that relate to their area of expertise; and
- Review all meeting documentation in advance and provide feedback and recommendations based on expertise and experience as relevant.

3.3.2. **Guests** - The Board may also hear as appropriate from guest colleagues in Finance, Human Resources, Communications, Stakeholder Engagement or other specialisms, and from visiting speakers from outside of this group or outside of the Church of England.

3.3.3. Responsibilities individual to team roles are listed below:

Board Advisor	Role	Responsibilities
Simon Gallagher, Director of Central Secretariat	Project Sponsor	Act as project champion and support the SRO; and Bring advice, input and challenge based on expertise and experience.
William Nye, Secretary General	Senior leadership role in the	Advise the Group on the structures, processes and scale of the Church's activities;

	Archbishops' Council	Help to access resource and commitment from around the Church as required; and Bring advice, input and challenge based on expertise and experience.
Ije Ajibade, Chief of Staff to the Archbishop of Canterbury	Senior leadership role supporting the Archbishops	Advise the Group on the Archbishops' shared commitment to independent safeguarding; Help to access resource and commitment from around the Church as required; and Bring advice, input and challenge based on expertise and experience.
Katie Harrison	Senior Responsible Officer /Programme Director	With the Chair and reporting to the Sponsor, representing the Response Group to trustee bodies; Acting as single point of accountability for the project holding delegated authority from the Archbishops' Council and NSSG to lead the work to deliver agreed objectives; Produce or commission analysis and options as directed by the Response Group and the Co Chairs. Submitting any required budget recommendations to the Sponsor for approval; Ensuring that the work which the Response Group oversees remains within agreed scope and achieves agreed objectives within required budgets and deadlines.
Dominic Goodall	Response Group Manager	Working with SRO, delivers the day-to-day operation of the work as overseen by the Response Group
Administrative Officer	Official Advisor	Manages logistics, administration, document distribution, agendas and minutes of meetings
Alexander Kubeyinje, National Director of Safeguarding, Archbishops' Council	Official Advisor	Help the Group to understand the ways that the National Safeguarding Team deliver support to the Church; Act as conduit between the Group and safeguarding practitioners around the whole of the Church; and Bring advice, input and challenge based on expertise and experience.
Alexander McGregor, Head of the Legal Office, National Church Institutions	Official Advisor	Advise the Group on the legal and legislative frameworks which relate to Church safeguarding; and

		Bring advice, input and challenge based on expertise and experience.
Colleagues in finance, human resources, communications, stakeholder engagement, research/evaluation, and other disciplines as required	Guests	Bring advice, input and challenge based on expertise and experience.

3.4. Survivor input

- 3.4.1. At least two places on the Response Group are held by victims or survivors of Church- related abuse, following a call for expressions of interest. Survivors participating in the Response Group are offered honoraria in line with NCI policy, and emotional support/listening services via Safe Spaces. Their identities will be known to the members of the Response Group and its advisors, as appropriate to the needs of each survivor. Any further identification will be based entirely on their express consent, and Response Group members and advisers must not disclose their identities without such consent.
- 3.4.2. If all survivors are unable to attend a meeting, the Chair will consider whether the meeting can reasonably go ahead without their input (see Quorum, below).
- 3.4.3. All policy papers received by the Response Group will note explicitly survivor perspectives, where such information is available through primary or secondary research.
- 3.4.4. As part of the engagement and fieldwork process between February and July 2024, a series of Focus Groups were held in order to gather insights and specific advice and feedback from survivors and/or their advocates to inform the deliberations of the Response Group, and a high number of survivors and advocates completed the survey which formed the quantitative element of the fieldwork. Further survivor engagement will be delivered as appropriate when testing proposed organisational designs, as this work progresses.

4. Meetings

4.1. Set up

- 4.1.1. Response Group meetings will be held monthly from the period running from August 2024 to February 2025, leading to and reflecting on the February 2025 group of General Synod sessions. This cycle and frequency may be amended at the discretion of the lead safeguarding bishop.
- 4.1.2. The Co-Chairs as described above will take responsibility for chairing of all Response Group meetings, as commissioned by the Archbishops Council.

4.2. Quorum

- 4.2.1. The quorum for the Response Group will be five members. In the event that the lead safeguarding bishop, in their absolute discretion, considers that there

are exceptional circumstances, the Co-Chairs shall have the power to hold a meeting without a survivor representative being present.

4.2.2 Decisions may be taken and information disseminated by correspondence where new information is acquired between meetings which requires urgent response or review, or in other circumstances at the discretion of the lead safeguarding bishop.

4.3. Means of participation

4.3.1. Board meetings may take place with all participants attending in person, online, or by way of a hybrid format. All decision-making at any such meetings will be valid.

4.4. Security

4.4.1. The Archbishops' Council and the Response Group are committed to protecting all personal data. Personal data is any information relating to an identified or identifiable person. All Response Group members must handle all personal data in accordance with the principles of General Data Protection Regulation (GDPR) at all times when carrying out their Board responsibilities or reporting back to other bodies.

4.4.2. The content of papers, discussions and all activities within the Response Group meetings shall be contained to the membership of the Response Group and its advisors. As external and stakeholder engagement is crucial to the delivery of this work, messaging relating to the discussions and decisions of the Response Group will be agreed and all members and attendees will assist to deliver the agreed messaging appropriately.

4.4.3. All papers relating to the Response Group meetings will be considered to be confidential and will be distributed to members and attendees securely. Such papers must not be photographed, shown to, sent to, read out to or otherwise shared with anyone outside of the Response Group members and its advisors without the express approval, in advance, of the Chair. This approach is adopted in order to encourage frank discussion and, where possible, high levels of trust and confidence as the Response Group works on sensitive matters relating to delivery of services to victims and survivors, and the future employment of colleagues, in order to avoid misunderstanding or frustrated expectations. The Response Group may issue updates on the engagement process, in order to encourage widespread participation, without compromising the objectivity of the engagement process.

4.5. Standing agenda

4.5.1. A forward plan will be presented, discussed, amended if required, and agreed.

4.5.2. For every meeting following, the agenda shall include:

- approval of previous meeting minutes
- review of:
 - Progress towards the agreed forward plan
 - Any new matters for discussion or decision and accompanying documentation.

4.6. Declaration of interests

4.6.1. Members are required to declare when a conflict of interest may arise from their activities which influence, or might reasonably be perceived to influence, their impartiality as part of the Response Group.

4.7. Other agenda items

4.7.1. Specific matters and decisions relating to the remit of the Response Group will be covered in accordance with the agreed plan and, where appropriate, agreed at each meeting.

4.8. Pre-reading

4.8.1. Agendas and reports, together with any associated documentations will be distributed to all members with sufficient notice (usually one week) prior to meetings. This will be done by email. Should any resource be too large for email, the link to the file's location will be shared in Teams.

4.9. Meeting minutes

4.9.1. Minutes of each meeting will be taken and distributed to all members before the next meeting.

4.10. Ad hoc meetings

4.10.1. Where appropriate, the lead safeguarding bishop may ask for the setting up of an ad hoc meeting to deal with specific items.