


# CTE - Enabling Network Developing a Safeguarding culture

Speaker: Karen Eakins – Head of Safeguarding

Date: 21<sup>st</sup> March 2024





Our vision is a world  
where every child  
and adult can feel,  
and be, safe.

# Our biblical mandate

Speak out on behalf of the voiceless,  
and for the rights of all who are vulnerable.

Speak out in order to judge with  
righteousness  
and to defend the needy and the poor.



Proverbs 31 v8 CEB

# Current Safeguarding Context

- Mark Driscoll - Mars Hill Church
- Brian Houston – Hillsong Australia
- Published reviews – The Crowded House, ECW.
- And many private reviews, and ongoing cases.

# What is God saying to the church at this time?

## 2 Corinthians 4:7 (NLT)

We now have this light shining in our hearts, but we ourselves are like fragile clay jars containing this great treasure. This makes it clear that our great power is from God, not from ourselves.

# Character of God – The greatest share of power (all power) but was the greatest power sharer

- He chose Adam to look after the garden
- He asked Noah to build the ark.
- He involved the boy and the disciples in the miracle of the 5 loaves and fish.

# What are we learning as leaders?

- The value of reflective practice

“ When you don’t take time for your own self-reflection you are essentially saying you are perfect as a leader, and you no longer need to develop and grow.” Beth Miller (2013)

# What Safer, Healthier Culture Looks Like



# Safer, Healthier Culture & Systems

## Modelling Safe Behaviours

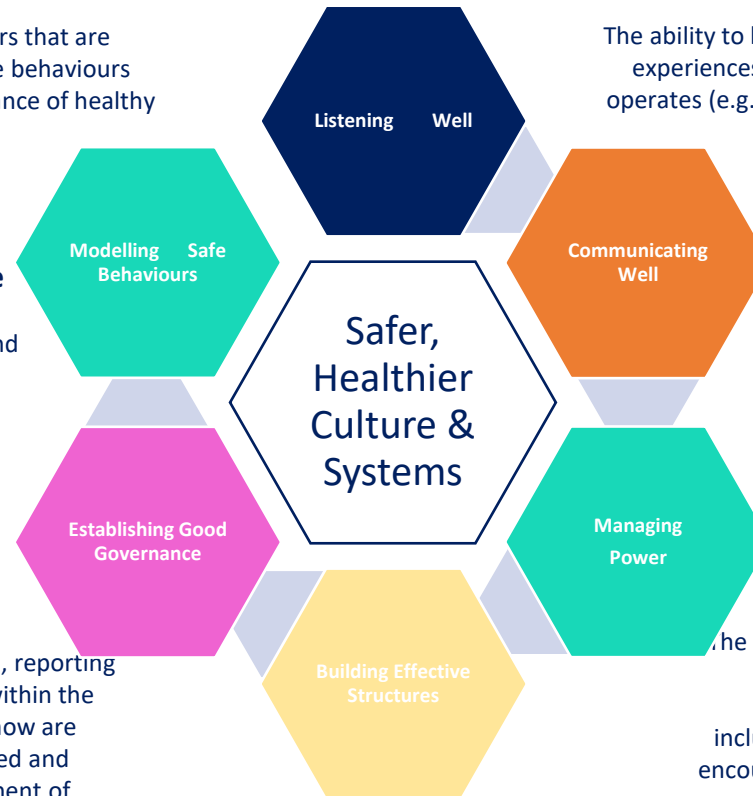
The everyday activities and behaviours that are accepted within the setting. Do those behaviours model safer practice and the importance of healthy attitudes and beliefs for all?

## Establishing Good Governance

The way the setting is controlled and governed. What is most important and what attention does safer, healthier culture receive alongside monitoring performance, strategy, mission and vision?

## Building Effective Structures

The written and unwritten structures, reporting lines and accountabilities that exist within the setting. How are people valued and how are unofficial or unspoken rules challenged and deconstructed to avoid the development of shadow/ghost cultures.



## Listening Well

The ability to listen to accounts of past events and lived experiences when considering the setting and how it operates (e.g. how a previous disagreement, disclosure of abuse or misconduct was handled).

## Communicating Well

The visual identity of the setting and what messages leaders convey in relation to its values, mission and daily practices (e.g. how the setting as a 'safe place' is communicated openly/publicly).

## Managing Power

The formal and informal power within the setting. What is the role of leadership in decision-making? How empowering and inclusive is the environment (e.g. how does it encourage involvement and challenge through individual and collective voice)?

Original Model by Johnson & Scholes (2001) and Johnson, Scholes & Whittington (2012)  
Adapted and reproduced by L Oakley & J Humphreys in 'Escaping the maze of spiritual abuse: creating healthy Christian cultures', SPCK, 2019

# Listening Well:

## Leaders who hear

- Openness to learning from past challenges, mistakes and difficult events
- Demonstrable commitment to change and improvement where needed
- Creating opportunities to hear different perspectives and others lived experience
- Engaging with voices from the outside (customers/clients/beneficiaries/partners)

# Communicating Well:

## Leaders who actively promote safer cultures and practices

- How do leaders encourage and manage discussion of low level concerns?
- Where can people see your commitment to safer practices?
- Do purpose, vision, strategy and targets eclipse a focus on safer practice?
- Do the leaders of a setting or organisation behave in a manner consistent with its messaging?

# Managing Power:

## Leaders who manage power well and empower others

- Minimising opportunities for power to be misused and abused within relationships of trust
- Understanding key vulnerabilities and how these can be created by lack of awareness to power
- Leaders must nurture and empower staff as well as being nurtured themselves
- Practicing self-reflection and self-regulation to avoid causing harm and repeating mistakes.

# Building Effective Structures:

## Leaders who support others and are accountable

- Structures and reporting lines are clear and facilitate transparency
- Leaders and managers are open to challenge, scrutiny, accountability and support
- Supervision and development opportunities are prioritised and encouraged
- The development of 'shadow' cultures and practices is challenged.

# Establishing Good Governance:

## Leaders who operate with integrity and openness

- Policies, procedures and systems enable everyone to operate with honesty and integrity
- The role of governance and leadership in setting and maintaining good culture is clear and open to regular review and scrutiny
- Dogmatic and dictatorial approaches to leadership and governance are respectfully challenged and not allowed to flourish
- Concerns can be shared and whistle-blowing arrangements are clear for all.

# Modelling Safe Behaviours:

## Leaders who model safer, healthier behaviours

- ‘Talk the talk and walk the walk’
- Keep your underpinning culture under constant review
- See yourselves through the eyes of others
- Challenge attitudes and behaviours that counteract agreed organisational culture and leadership models.

# Return to 2 Corinthians 4:7.

- The Lord longs to accomplish his mighty work through each of us.
- We too have been imbued with his power and authority, through the outpouring of the Holy Spirit.
- We need to consider how we manage, and care with this power and how we give this power away responsibly, and intentionally. Jesus did impressive things in a way not to impress.



- Is safeguarding part of your integral message.
- Is safeguarding prioritised?
- Healthy culture – panning for gold.

# What survivors tell us?

- Retain their belief about belonging – to be cherished.
- Some struggle to connect with church/faith again.

“When the church isn’t for the suffering and broken, then the church isn’t for Christ. Because Jesus, with His pierced side, is always on the side of the broken.”

Ann Voskamp (2016)

Safer Places Pledge

Speak up

Put survivors  
first

Conceal Nothing

Take responsibility

Make change  
happen

Hold each other  
accountable

# We must talk about the challenges



- What are our fears and failures?
- How might we manage criticism and combat shame, guilt and isolation?
- To what extent are we prepared to be voluntarily accountable to others?
- How much do we practice self-reflection and self-regulation?
- What might we do differently towards protecting the ‘treasure in jars of clay?’

**Any questions?**



# Thirtyone:eight support available:

- Helpline – 0303-003-1111 (option 2)
- Email: [Helpline@thirtyoneeight.org](mailto:Helpline@thirtyoneeight.org)
- Website: [Thirtyoneeight.org](http://Thirtyoneeight.org)
- Membership – 25% off today

# Thank you



Creating safer places. Together.