

# Reconciliation and Mediation Team and Positive Working Together

MC/23/45

Date of meeting	25-27 March 2023
Contact name and details	Richard Armiger, Director of Learning & Development, armigerr@methodistchurch.org.uk
Action required	For approval
Resolutions	<p>45/1. The Council receives the report.</p> <p>45/2. The Council makes the following recommendations to the Conference:</p> <ol style="list-style-type: none"> <li>a. The Conference adopts the recommendation for the 5-year programme, in partnership with Place for Hope, to offer the integrated approach in support of Positive Working Together (PWT) and extending the Reconciliation and Mediation Team (RMT) as a Connexion-wide programme.</li> <li>b. The Conference directs the Methodist Council to recommend and approve a revised steering group for the work going forward with appropriate representation from:             <ol style="list-style-type: none"> <li>i. Place for Hope</li> <li>ii. Chairs of District</li> <li>iii. The Connexional Team</li> </ol> </li> </ol> <p>In the event of 45/2 not being approved</p> <p>45/3. The Council makes the following recommendations to the Conference:</p> <ol style="list-style-type: none"> <li>a. The Conference directs the Methodist Council to review the resource requirements for offering reconciliation and mediation services within the Methodist Church in Britain and to recommend alternative provision of such services.</li> <li>b. The Conference directs the Methodist Council to review the ongoing support for the RMT pilot project practitioners to receive appropriate ongoing support to retain their mediation accreditation.</li> </ol> <p>45/4. The Conference approves the ongoing work with Place for Hope in support of PWT</p>

## Summary of content

Subject of aims	<p>This report reviews the work of the Reconciliation and Mediation Team (RMT) pilot project, run in partnership with Place for Hope, and proposes that the project be extended to become a connexion wide project.</p> <p>The paper draws together the work undertaken in partnership with</p>
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	<p>Place for Hope, strategically proposing that the work relating to Positive Working Together (PWT) and the RMT project is taken forward as a single coherent package. Integrating these two areas of work will ensure that we are working holistically to develop and sustain culture change for reconciliation and peace-making throughout The Methodist Church in Britain.</p>
<p>Main points</p>	<ul style="list-style-type: none"> <li>• The report details the work that has taken place, in partnership with Place for Hope, in relation to the ongoing PWT work and the RMT pilot project.</li> <li>• This work in partnership has enabled PWT to be developed from the initial work undertaken in 2015 through to 2023.</li> <li>• It is recognised that significant progress has been made to embed PWT as an integral part of church life.</li> <li>• Engagement with the core training offered continues with regular provision of: <ul style="list-style-type: none"> <li>○ Growing Through Change and Conflict</li> <li>○ Responding to Bullying and Harassment</li> <li>○ Spirituality, Scripture and Conflict</li> <li>○ Faith in Change and Conflict</li> </ul> </li> <li>• Work is underway to offer additional training resources to meet the changing needs of churches and lay and ordained church leaders in relation to change and transition and conflict in ministry</li> <li>• As highlighted by the memorial to Conference M15 in 2022 further work is required to enable the culture change that PWT identified as needed within the life of the church to minimise the risks of bullying and harassment</li> <li>• The RMT pilot project, established in 2020, has offered reconciliation and mediation services in three Learning Network regions: Eastern region, London and North West and Mann</li> <li>• A total of 20 practitioners were trained and assessed by Place for Hope and accredited through Scottish Mediation in 2021. 18 of these practitioners are now active</li> <li>• The RMT service went live in 2021</li> <li>• Those involved in the project have developed a greater understanding of how conflict operates in faith communities and are sharing this with others as they use their mediation skills to help individuals and groups navigate conflict in more positive ways through the pilot project and their wider ministry.</li> <li>• Workshops have been offered at the Superintendents' Conferences and 3Generate, as well as an online session for the Transformational Leadership teams.</li> <li>• Coaching was offered to ordinands in 2021 and 2022. Focussing on managing change and transition, these conversations had a 100% recommendation rate.</li> <li>• A strong, collaborative relationship has developed between the pilot project and Complaints and Discipline to ensure the sharing of information, expertise, and knowledge, and to manage the expectations of parties involved in cases.</li> <li>• Client feedback has explicitly shown that 3 cases prevented a formal complaint.</li> <li>• Client feedback for cases that reached mediation, reveal that the</li> </ul>

	<p>service is meeting the project outcomes as practitioners create environments where people can navigate conflict in more positive ways, understanding of the ‘other’ increases and, in some cases, the formal complaints process is avoided. 83% of clients would highly recommend the service to others.</p> <ul style="list-style-type: none"> <li>• Alongside the cases that have been progressed within the pilot regions Place for Hope has also engaged in a number of requests from districts outside of the three pilot regions.</li> <li>• The RMT pilot project has achieved, or laid the foundations to achieve: <ul style="list-style-type: none"> <li>○ Greater understanding and analysis of conflict, its impact, and how it operates in church and faith communities.</li> <li>○ Conflict, change and transition are navigated in more transformative ways with increased benefits and reduced negative impact.</li> <li>○ Increased understanding of the dynamics of conflict, brokenness and division leading to culture shift and recognition of the transformational potential of conflict.</li> <li>○ Reduction in the number of formal complaints being made through the Complaints and Discipline procedure.</li> </ul> </li> <li>• The report reflects on the growing synergy in the work between PWT and RMT and proposes an integrated approach in taking this work forward in partnership with Place for Hope.</li> <li>• The report recommends a 5-year funded approach to further developing this work in partnership with Place for Hope.</li> </ul>
<p>Background context and relevant documents (with function)</p>	<p>It is helpful to reflect on the work that we have undertaken in relation to PWT and the developments that led to the RMT pilot project.</p> <p>Work in this area began in 2015 when the initial PWT report was adopted by Conference that year. This led to the production of the PWT guidelines and the training resources that were then developed in partnership with Place for Hope. We currently offer a range of training opportunities which include:</p> <ul style="list-style-type: none"> <li>• Growing Through Change and Conflict</li> <li>• Bullying and Harassment</li> <li>• Spirituality, Scripture and Conflict</li> <li>• Faith in Change and Conflict (core training for RMT practitioners)</li> <li>• Further information can be found here: <a href="https://www.methodist.org.uk/for-churches/guidance-for-churches/positive-working-together/training-in-positive-working-together/">https://www.methodist.org.uk/for-churches/guidance-for-churches/positive-working-together/training-in-positive-working-together/</a></li> <li>• Additional information on the training can be found here: <a href="https://www.methodist.org.uk/for-churches/guidance-for-churches/positive-working-together/training-in-positive-working-together/">https://www.methodist.org.uk/for-churches/guidance-for-churches/positive-working-together/training-in-positive-working-together/</a></li> <li>• Methodist Conference agreed memorial M15 which offered further promotion and engagement with PWT: <a href="https://www.methodist.org.uk/media/27767/conf-22-pc-memorials-to-the-conference.pdf">https://www.methodist.org.uk/media/27767/conf-22-pc-memorials-to-the-conference.pdf</a></li> </ul>

The RMT pilot project was set up in 2020 with the following purpose, content and outcomes:

### **1. Purpose**

Place for Hope will oversee a 3-year Reconciliation and Mediation Team Pilot Project (The RMT Project), to pilot the provision of coaching, mediation and facilitated conversations in three Learning Network regions (Eastern, London and North West and Mann) of the Methodist Church, with a view to subsequent roll-out across the Connexion.

### **2. RMT Project Content**

The support provided in the RMT Project will include, but not be confined to

- a. Practitioner Training and Support: Ensuring an adequate number of qualified, accredited, trained and supervised Practitioners to meet the need.
- b. Coaching: 1:1 support for church leaders through times of change and conflict.
- c. Mediation, or Facilitated Conversation: Support people and groups in churches through times of change, transition, or conflict.
- d. Positive Working Together: support the continued roll out of training programmes offered through the PWT programme.
- e. Other: Any other support required or requested by the Project Steering Group.

### **3. RMT Project Outcomes**

Where there is unresolved conflict, churches often look inwards; where they are empowered to deal with change and conflict well, churches look outwards and are more effective missionally. The outcomes of the RMT Project are:

- a. Greater understanding and analysis of conflict, its impact, and how it operates in church and faith communities.
- b. Strengthened collective and strategic response to faith-based conflict.
- c. Conflict, change and transition are navigated in more transformative ways with increased benefits and reduced negative impact.
- d. Increased understanding of the dynamics of conflict, brokenness and division leading to culture shift and recognition of the transformational potential of conflict.
- e. Reduction in the number of formal complaints being made through the Complaints and Discipline procedure.

Other relevant documents include:

- Positive Working Together Guidelines  
(<https://www.methodist.org.uk/media/21200/positive-working-together-long-report-0615.pdf>)
- Positive Working Together A Short Guide  
(<https://www.methodist.org.uk/media/4290/positive-working-together-short-report-0715.pdf>)
- Methodist Council Papers – Positive Working Together MC/15/37  
(<https://www.methodist.org.uk/media/1713/coun-mc15-37-positive-working-together-april-2015.pdf>)

	<ul style="list-style-type: none"> <li>• Methodist Conference Reports 2015 – 40: Positive Working Together (<a href="https://www.methodist.org.uk/downloads/conf-2015-40-Positive-Working-Together.pdf">https://www.methodist.org.uk/downloads/conf-2015-40-Positive-Working-Together.pdf</a>)</li> <li>• Memorial to Conference 2022 – M15 Positive Working Together (<a href="https://www.methodist.org.uk/media/26074/conf-22-memorials-to-the-conference.pdf">https://www.methodist.org.uk/media/26074/conf-22-memorials-to-the-conference.pdf</a>)</li> <li>• Shared Commitments – resource for local churches to use (<a href="https://www.methodist.org.uk/for-churches/guidance-for-churches/positive-working-together/shared-commitments/">https://www.methodist.org.uk/for-churches/guidance-for-churches/positive-working-together/shared-commitments/</a>)</li> <li>• Funding Agreement with Place for Hope – see appendix</li> </ul>
Consultations	<p>District Chairs within the pilot regions for the RMT project. Practitioners of the RMT project. Those who have engaged with the reconciliation/mediation services Those who have received coaching offered through the project. PWT practitioner’s network</p>

### Summary of impact

Standing Orders	Further work is required to review the most appropriate ways in which PWT guidelines can be incorporated into Standing Orders as part of the ongoing work reviewing Section 11 Complaints and Discipline.
Financial	<p>The current costs for the work undertaken in partnership with Place for Hope in 2022-23 is as follows:</p> <ul style="list-style-type: none"> <li>• PWT: £28,899</li> <li>• RMT: £82,935</li> <li>• Total: £111,834</li> </ul> <p>The costs for extending our work with Place for Hope to provide a holistic approach in offering PWT/RMT across the Connexion is:</p> <ul style="list-style-type: none"> <li>• £150,000 per year - based on a 5-year funding agreement with Place for Hope from 2023-2028</li> </ul> <p>Therefore, the additional financial impact of extending the work of the RMT across the Connexion will be:</p> <ul style="list-style-type: none"> <li>• £38,166 per year over 5 years</li> </ul> <p>These costs have been taken into account in the next three years financial budgeting for the Learning Network.</p>
Wider connexional	Volunteers for the RMT Practitioner team will need to be sought from across the Connexion.
External, including ecumenical	Place for Hope works with a number of ecumenical partners and it is anticipated that this will continue to benefit our work in peace and reconciliation as we take this work forward. We hope to be able to build on these ecumenical links as we continue to work with Place for Hope.
Risk	There is a continued need for reconciliation/mediation services to be offered as part of complaints and discipline. Therefore, should the recommendations not be agreed further consideration will be required as to how these services might be most appropriately offered along with the associated costs of providing these services.

# Reconciliation and Mediation Team and Positive Working Together

MC/23/45

1. The three-year Reconciliation and Mediation Team (RMT) Pilot Project which has been run in partnership with Place for Hope is due to come to an end in December 2023. This report reflects on the project and the Positive Working Together (PWT) work with Place for Hope and proposes a way forward from December 2023.

## PWT Background

2. PWT originated from work undertaken by the Connexional Team in response to Memorial M28 from the Basingstoke Circuit presented the Conference of 2013 with proposals to tackle bullying and harassment across the Church.
3. In 2015 Conference approved the PWT Guidelines for Promoting Good Working Relationships and Managing Conflict in the Church along with a funding package to implement these guidelines.
4. The key focuses of the work emerged from the resolutions agreed by the 2015 Conference:  
40/2 The Conference directed that the Guidelines for promoting good working relationships and managing conflict within the Church be promoted in appropriate ways.  
40/3 The Conference directed that each District appoints a suitable person to provide information but not advice about the options available to an individual experiencing bullying and harassment issues.  
40/4 The Conference directed each District to ensure that its District Reconciliation Group receives annual training and appropriate support, so that it is equipped to deal with bullying and harassment issues should they arise.  
40/5 The Conference directed that a sum of £65,000 be made available in the 2015/16 connexional year from the Fund for Training for the implementation of Positive Working Together, followed by £50,000 in 2016/2017 and £25,000 in 2017/2018 and 2018/2019.
5. Since 2015 the following activity has taken place focused on the development of a number of key areas:
  - i. Dedicated website pages containing resources and sign posting to sources of help - <http://www.methodist.org.uk/for-ministers-and-office-holders/guidance-for-churches/positive-working-together/>
  - ii. The production of Positive Working Together: A Short Guide.
  - iii. A half day workshop for church councils, local church groups and circuits entitled Shared Commitments exploring good working relationships and effective ways of managing conflict within churches.
  - iv. The creation of PowerPoint slides for Synod presentations.
  - v. In June 2016, a PWT conference was held at Cliff College attracting 70 delegates nominated by districts and largely drawn from District Reconciliation Groups.
  - vi. A survey of District Reconciliation Groups (DRGs) was undertaken. The survey revealed an extremely patchy picture with some districts supporting well-resourced groups and others offering extremely limited provision and in some cases none. There were also significant differences in the levels of 'competence' within groups with some DRGs including members with high levels of relevant experience and skill and others with relatively low levels. There was also a lack of understanding in a number of districts of the purpose of DRGs and this sometimes led to them being under-utilised.
  - vii. Partnership working was explored with BridgeBuilders and Place for Hope – a Scottish charity with close historical and organisational links to the Church of Scotland. Place for Hope was ultimately chosen as our preferred partner organisation.
  - viii. In partnership with Place for Hope the following modules have been produced, along with the accompanying training for trainers, aimed at supporting the development of local churches and circuits:
    - Growing Through Change and Conflict – an introductory one-day module focused on conflict styles, understanding and transforming conflict.
    - Bullying and Harassment – a one day module exploring the dynamics of bullying



- and harassment and exploring ways of responding with dignity and respect.
- Spirituality, Scripture and Conflict – a one day module aimed at deepening our understanding of the impact and wisdom of scripture in transforming conflict, and in transitioning through change.
  - Faith in Change and Conflict – Cliff Certificate – the development of a longer 6 day training programme which is offered as a core training resource for DRGs and the development of intermediate level skills in conflict mediation and transformation
  - Journeying through times of change and transition – a half day training course offering an introductory focus on the ways in which change and transition can be most effectively navigated within the local church context.
  - Leading in times of change and transition – 2 x 3.5hr online sessions. As we see great changes occurring, both inside our faith communities and in society, there is a growing need to better understand how to lead well through such times of change. This course is designed for those involved in leading congregations, communities and other groups through change, but is open to all.
  - Transforming Conflict in Ministry – a two-day course run over four consecutive weeks.
6. Since 2019 the Learning Network has funded the ongoing work and further development of PWT in partnership with Place for Hope as a core part of our work. These costs have been part of the 3-year funding agreement with Place for Hope for both PWT and RMT.
  7. Memorial M15 from the Birmingham Circuit was presented to the Conference in 2022 highlighting the ongoing need for additional work on promoting and embedding the culture change that PWT had envisaged. The memorial was adopted, and further work is currently underway to take forward the resolutions.
  8. Anti-bullying and anti-harassment policy information has now been included within section 6.3.4 of the Safeguarding policy of The Methodist Church. Policy information can be found [here](#).
  9. There are new Shared Commitments resources available on the PWT pages of The Methodist Church website enabling local churches to reproduce poster information and individual information cards for distribution to church members. This information can be found [here](#).
  10. The Learning Network have established a regular pattern of delivery of the core training courses that are now available to anyone across the Connexion through online delivery. Alongside the online delivery a number of courses are held in person within the LN regions for local groups.
  11. Work on *Positive Working Together* represents a considerable achievement for the Methodist Church. The key learning and development foundations have been put in place and provide an opportunity to widely embed the training and positively impact the culture of the Methodist Church and the ways in which it handles issues of conflict and bullying and harassment.
  12. Further work is required to consider the most appropriate way for the PWT guidelines to be incorporated into Standing Orders as part of the ongoing review work of the Complaints and Discipline processes.
  13. As highlighted by memorial M15 there is further work to be done to build on these strong foundations.

## RMT Background

14. As work developed in support of PWT it became clear that there was opportunity to further develop the work of conflict transformation. Discussions took place with Place for Hope about how, and at what cost, a practitioner network might be developed to increase the capacity of the Methodist Church to respond creatively and professionally to conflict, change and transition through the provision of a trained, accredited and supervised team of mediators/facilitators. Place for Hope was already providing a similar service for the Church of Scotland. This work would enable a practitioner network that would be available to respond to significant areas of conflict in local churches, circuits and districts.

15. It was recognised that there is a number of areas of church life in which a practitioner network would be beneficial and work continued developing the idea for a pilot project to enable this to be taken forward.
16. Place for Hope produced a project proposal detailing how such a network of practitioners could be established and maintained.
17. The RMT pilot project was set up in 2020 with agreement of the Senior Management Group of the Connexional Team.
18. The pilot project purpose, content and outcomes were agreed as follows:
  - i. **Purpose**  
Place for Hope will oversee a 3-year Reconciliation and Mediation Team Pilot Project (The RMT Project), to pilot the provision of coaching, mediation and facilitated conversations in three Learning Network regions of the Methodist Church, with a view to subsequent roll-out across the Connexion.
  - ii. **RMT Project Content**  
The support provided in the RMT Project will include, but not be confined to:
    - Practitioner Training and Support: Ensuring an adequate number of qualified, accredited, trained and supervised Practitioners to meet the need.
    - Coaching: 1:1 support for church leaders through times of change and conflict.
    - Mediation, or Facilitated Conversation: Support people and groups in churches through times of change, transition, or conflict.
    - Positive Working Together: support the continued roll out of training programmes offered through the PWT programme.
    - Other: Any other support required or requested by the Project Steering Group.
  - i. **RMT Project Outcomes**
    - Where there is unresolved conflict, churches often look inwards; where they are empowered to deal with change and conflict well, churches look outwards and are more effective missionally. The outcomes of the RMT Project are:
    - Greater understanding and analysis of conflict, its impact, and how it operates in church and faith communities.
    - Strengthened collective and strategic response to faith-based conflict.
    - Conflict, change and transition are navigated in more transformative ways with increased benefits and reduced negative impact.
    - Increased understanding of the dynamics of conflict, brokenness and division leading to culture shift and recognition of the transformational potential of conflict.
    - Reduction in the number of formal complaints being made through the Complaints and Discipline procedure.
19. The project draws together different strands of existing and ongoing work within the Methodist Church. It builds on the work already undertaken in developing Positive Working Together, it recognises the need, highlighted by a number of District Chairs, to more effectively resource Districts by being able to offer professional reconciliation/mediation at an early stage in situations of dispute. It also links in with and will be able to inform the work currently being undertaken to review the Complaints and Discipline process.
20. In order to provide a suitable size and focus for the pilot project it was agreed that the project would be limited to three of the LN regions.
21. The regions selected were North West and Mann, London and East of England regions. This became the Eastern region following the merger of East of England and East Central region in 2020.
22. The rationale for choosing the pilot regions for the RMT project was that there was already a cohort of people who had been trained in the Faith in Change and Conflict pilot course and so enabled the initial training cohort to be drawn from those already trained, adding in formal assessment and accreditation with Scottish Mediation, and additional volunteers who were nominated by District Chairs and Learning & Development Coordinators in those initial 3 LN regions.
23. The pilot regions for the Faith in Change and Conflict course came from an open invitation to the LN Regions to participate in the pilot programme. A conversation was held with the District Chairs in the



three LN regions before progressing with the pilot. The project was also presented to the District Chairs meeting explaining the rationale for choosing the three LN regions and associated districts to form the pilot.

24. The Reconciliation and Mediation Team is led by an RMT Project Manager employed by Place for Hope. They have been working closely with the training staff who deliver on Place for Hope's input to PWT. Support services have been provided through Place for Hope to the RMT Project Manager in the areas of finance, administration, line management, business development, client intake, secure data collection, evaluation and communications.
25. A steering group was established to oversee the work of the pilot project with representatives from each of the pilot regions, Place for Hope and the Learning Network.

## PWT/RMT funding agreement

26. A three-year PWT/RMT funding agreement is currently in place with the following breakdown of costs:

<b>PWT</b>	2020/2021	2021/2022	2022/2023
People costs	£20,889.18	£21,250.48	£21,619.05
Other costs including course materials	£9,147.30	£9,687.62	£7,279.76
<b>Total PWT Costs</b>	<b>£30,486.48</b>	<b>£30,938.10</b>	<b>£28,898.81</b>
<b>RMT</b>	2020/2021	2021/2022	2022/2023
People costs	£63,491.61	£64,032.77	£64,097.51
Training costs	£3,740.00	£5,890.00	£4,940.00
Office, equipment, supplies	£2,300.00	£440.00	£440.00
Practitioner accreditation, supervision and deployment	£2,873.50	£9,263.20	£10,944.00
Advertising, publicity, communication	£1,033.00	£33.00	£33.00
Administration and governance	£2,480.00	£2,480.00	£2,480.00
<b>Total RMT Costs</b>	<b>£75,918.11</b>	<b>£82,138.97</b>	<b>£82,935.95</b>

## Reconciliation and Mediation Team review

27. Launched in July 2021, following a comprehensive 8-month planning period, the reconciliation and mediation service has now been fully operational for 19 months in 3 Learning Network regions: Eastern, London, and North West and Mann.
28. A total of 20 practitioners were trained and assessed by Place for Hope and accredited through Scottish Mediation in 2021. 18 of these practitioners are now active. 12 individuals responded to the 2022 recruitment drive and 6 have been put forward for training and assessment.
29. Those involved in the project have developed a greater understanding of how conflict operates in faith communities and are sharing this with others as they use their mediation skills to help individuals and groups navigate conflict in more positive ways through the pilot project and their wider ministry.

“As a new practitioner, my ministry and personal life have been challenged and enriched by my encounters as a Mediator. I am more mindful that behind everyone's interaction is a personal story, and often it takes time for that story to be realised not just by the group but also for the individuals involved. We are all very good at putting masks on and avoiding difficult interaction. One of the most valuable things is that we enable people to feel listened to.” Deacon Debbie Harkness

30. It was agreed with the steering group that 3 facilitated conversations would be offered in each pilot area in 2021-22, and again in 2022-23, to ensure a manageable demand and a limited waiting list. A significant increase of demand has been noted since the project service went live in 2021. It is clear there is a need for mediation. 34 cases have been processed by Place for Hope staff as part of the pilot project to date.
31. Mediation was completed on 11 cases, is ongoing in 10 cases and 1 case is pending. This exceeds the pilot expectations. 2 cases did not proceed past the enquiry stage and 9 cases did not go ahead because one or more parties chose not to engage with this voluntary process. One party chose to submit a formal complaint. In Place for Hope's experience this is not unusual when a service is launched, as long-term, high-level conflicts are often brought initially before the culture of how conflict is dealt with begins to change. Effort has been put into explaining the difference between this independent mediation service and Complaints and Discipline as some parties were looking for 'justice' and a party to be 'blamed'.
32. Client feedback for cases that reached mediation, reveal that the service is meeting the project outcomes as practitioners create environments where people can navigate conflict in more positive ways, understanding of the 'other' increases and, in some cases, the formal complaints process is avoided. 83% of clients would highly recommend the service to others.

"The outcome was positive for everyone concerned; it certainly helped and brought a resolution for everyone. Plus, we avoided formal complaints!"  
Feedback from a two-party mediation

"It was very liberating for me to be able to say 'I will refer this to a professional and impartial service but will not be dealing with it myself' because I don't have the skills needed. I see too many colleagues trying to sort problems out themselves and it can be so damaging."  
Feedback from a two-party mediation

33. Alongside the cases that have been progressed within the pilot regions Place for Hope have also engaged in a number of requests from districts outside of the three pilot regions. At present support has been offered to the following districts:
- i. Wolverhampton and Shrewsbury x 2
  - ii. Plymouth and Exeter x 2
  - iii. South East x 3
  - iv. Southampton
  - v. Wales Synod Cymru
  - vi. Scotland

#### 34. Reconciliation and mediation within Methodism

The pilot project has engaged with a wide variety of stakeholders across Methodism revealing the beginnings of a strengthened collective and strategic response to faith-based conflict. In addition to all relevant District Chairs, the conveners of District Reconciliation Groups and District Stewards, other key partnerships have advanced outcomes in new and complementary ways to the case work undertaken.

#### 35. Complaints and Discipline

A strong, collaborative relationship has developed between the pilot project and Complaints and Discipline to ensure the sharing of information, expertise, and knowledge, and to manage the expectations of parties involved in cases.

'The impact [...] has been very positive and enabled some complaints to be resolved without the need for parties to enter into the formal complaints process. [...] It] has also provided a resource when there is a need for reconciliation/mediation after the formal complaints process has concluded. Overall, the project has enhanced the general life of the church and the service is very much needed.' Deacon Donna Ely, Complaints Worker

36. Client feedback has explicitly shown that three cases prevented a formal complaint, however, there are not enough data yet to reveal a trend. What is evident is a dramatic rise in Methodist referrals to Place for Hope, a significant number of high-conflict cases being brought forward, and the passion and commitment of the practitioners recruited through the pilot project to this aspect of their ministry.

### 37. Facilitated Coaching Conversations

Coaching was offered to the newly ordained in 2021. Focussing on managing change and transition, these conversations had a 100% recommendation rate and 100% of participants indicated they would like to attend Positive Working Together courses. 50% of participants said they felt more confident dealing with conflict in their ministry, with the other 50% saying they 'maybe' felt more confident. An increased understanding of conflict was evident, and participants indicated they would approach conflict in more transformative ways, with one participant saying they realised that avoiding conflict by moving was not a sustainable solution:

"It made me see it is important to deal with it even if I know I'll be leaving, because I'll take it with me. I need to be released [from the conflict] to enable my future ministry."

The impact of one of these conversations was that a Presbyterian recommended the service to a friend in difficulty, who then asked their District Chair to refer the conflict they are involved in to Place for Hope after their own facilitated coaching conversation. It is currently being mediated.

### 38. Through the pilot project Place for Hope was invited to:

- i. Deliver workshops at the Superintendents' Conferences and 3Generate, as well as an online session for the Transformational Leadership teams
  - Feedback was overwhelmingly positive with participants commenting on the expertise of those delivering the workshop and the valuable tools shared for assessing conflict. Speed Leas' Levels of Conflict was a standout for many and enabled participants to reflect on current situations: "The 5 stages were extremely helpful. Helped me realise I had done all I could to prevent a situation escalating - and now realise an individual is just intent on causing conflict." People also reflected on learning "how to handle a difficult situation so you don't become part of the problem [and] Understanding the potential different stages of conflict and how to deal with them."
  - Feedback revealed a significant interest in the topic and a desire for longer workshops and more in-depth exploration of conflict in church situations with participants inspired to take further courses, "it was stimulating and prompted me to want to do more training" and revisit material from ones they had already taken, "I need to revisit the material from when I did Bridgebuilders."
- ii. Support the Discrimination and Abuse Response Service (DARS) pilot as part of the Justice, Dignity and Solidarity programme

### 39. Challenges to the pilot project

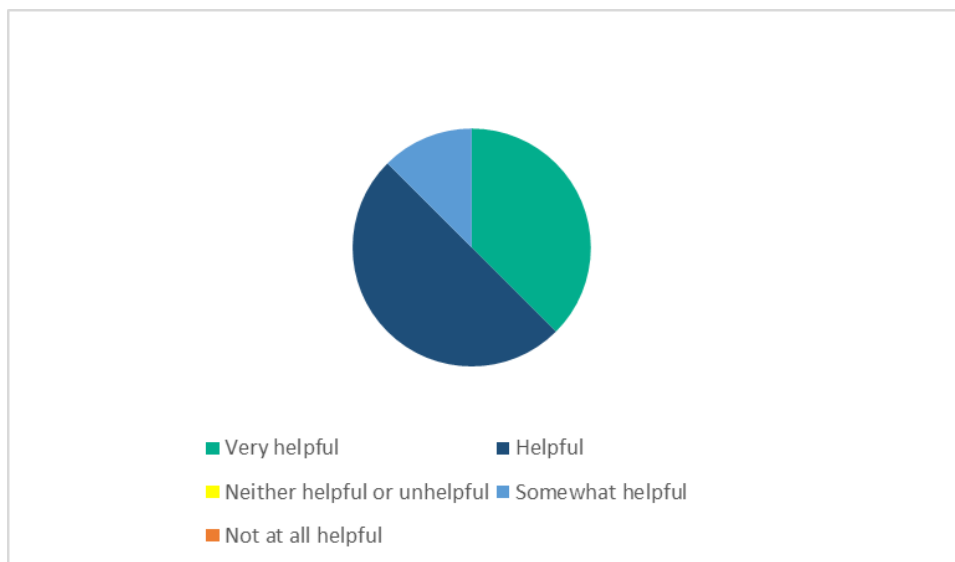
- i. Implications of the COVID-19 pandemic: restrictions on in person delivery of training and casework; practitioner and client illness; travel anxiety; lengthy waiting list in 2021
- ii. Referrer expectations
- iii. Implications of stationing on practitioner availability

40. Despite several challenges faced in the first year of the pilot due to the pandemic, there has been an increased demand, satisfaction and requests for complimentary support in the form of training, coaching and integration of reconciliation and conflict transformation into a wide range of Methodist work.

41. Overall, it is pleasing to see at this point in the pilot, that the Reconciliation and Mediation Team project is already exceeding its target number of cases, and that with its integrated approach, the support of key regional personnel, and alongside the work of Positive Working Together, is already achieving the outcomes that were envisioned for the project and which enable and embed a transformative approach to faith-based conflict in the three regions of the Methodist Church in Britain.

42. The following project outcomes have already been achieved and/or the groundwork has been laid for them to be achieved:

- i. Greater understanding and analysis of conflict, its impact, and how it operates in church and faith communities.
  - ii. Conflict, change and transition are navigated in more transformative ways with increased benefits and reduced negative impact.
  - iii. Increased understanding of the dynamics of conflict, brokenness and division leading to culture shift and recognition of the transformational potential of conflict.
  - iv. Reduction in the number of formal complaints being made through the Complaints and Discipline procedure.
43. Feedback from a recent survey undertaken in early 2023 with the current District Chairs in the pilot regions alongside feedback from previous District Chairs involved over the life of the project provided the following feedback on the project.
44. In your opinion, how helpful is it to have a reconciliation and mediation service available to your District?  
Data received from eight respondents.



45. Would you recommend the reconciliation and mediation service to others?  
Data received from six respondents. Only six respondents answered the question as to whether they would recommend the service. Of these five would recommend it and one would not.

Follow up conversations took place to work on addressing the concerns raised about the project and how these can be minimised for future development of the work.

46. How has the mediation service benefited work around change and conflict in your District?

“Hard to say as this work is still in progress. Having an independent reconciliation team involved in a situation has enabled all to be held in a safe space which in itself has been healing.”

“Provided a reliable resource to offer to people and churches facing relationship difficulties.”

“In one case a good resolution by an external mediator helped one presbyter stay out of a complaint process.”

“Greater awareness of alternative approaches to handling conflict other than complaints.”

47. General comments

“I was hugely enthusiastic initially, but two recent experiences have led to a significant loss of trust

and confidence in the project.”

(As in section 45 of the report follow up conversations took place to address the concerns raised, which led to a strengthening of processes within the project)

“It’s still difficult getting people to engage with mediation before the conflict gets too big to deal with.”  
(This has been addressed by ongoing communication initiatives and collaboration with PWT)

“I hope the pilot proves successful and the scheme becomes permanent so that it is available when needed. I am confident that the need for reconciliation and mediation will only increase in future.”

“This service has made a useful and positive contribution to dealing with conflict in the District. It has provided another avenue of intervention which has been both professional and reassuring. That it has offered independent expertise has been particularly useful.”

“The quick response and conversation was really helpful.”

48. Concerns raised by District Chairs throughout the pilot phase of the project have been helpful and have been dealt with promptly and a collaborative approach has been taken to seek appropriate solutions that have strengthened the project and its impact.

We are very thankful to all of the Chairs in the pilot regions for their robust engagement and support of the project, both directly and through the oversight of the project as part of the steering group.

One area of learning from the pilot project is the importance of the engagement of District Chairs particularly through the advisory function of the steering group and this would continue and be extended if further development of the RMT is recommended.

## Proposed way forward – building on a strong foundation

49. The Methodist Church in Britain has invested considerably in the RMT pilot as well as the ongoing PWT programme with the view of embedding a culture of peace and reconciliation and minimising the risk of bullying and harassment. Having made this investment over a number of years we see an even stronger future ahead built on this firm foundation with a vision for an integrated programme.
50. A vision for a fully integrated RMT and PWT:  
*“Do not allow yourself one thought of separating from your brothers and sisters, whether their opinions agree with yours or not.”* John Wesley
51. Having reviewed the ongoing work needed to further embed PWT and build on the RMT pilot project, the way in which the two areas of work interlink has become very clear. There are a number of aspects of our work where PWT and RMT continue to offer significant benefits. The following proposed way forward comes from conversations in partnership with Place for Hope based on an integration of these two areas of work.
52. Since 2016, Place for Hope has worked in partnership with the Methodist Church in Britain through the development of the Positive Working Together (PWT) and a team of trainers from the Learning Network, and a number of volunteers, to support individuals and congregations to grow in their understanding of conflict, live well with difference, and help them to realise their potential as peacemakers. In 2020, the PWT partnership was augmented by the Reconciliation and Mediation Team (RMT) Pilot Project in three Learning Network Regions; Eastern, London and North West and Mann, designed to trial the impact of provision of mediation, facilitated conversation and coaching support through a team of trained and accredited mediators from the Methodist Church.
53. It has been pleasing to witness the increasing synergy between the two workstreams of PWT and RMT funded under the current Grant Agreement over the past two years and their combined positive impact for individuals, ministries and communities. Alongside the development of the pilot RMT project, the PWT programme itself entered a new phase of embedding conflict transformation and reconciliation across the Methodist Church in Britain for 2023. The first phase of PWT focused on equipping the Learning Network to deliver specific foundational courses across the Church and

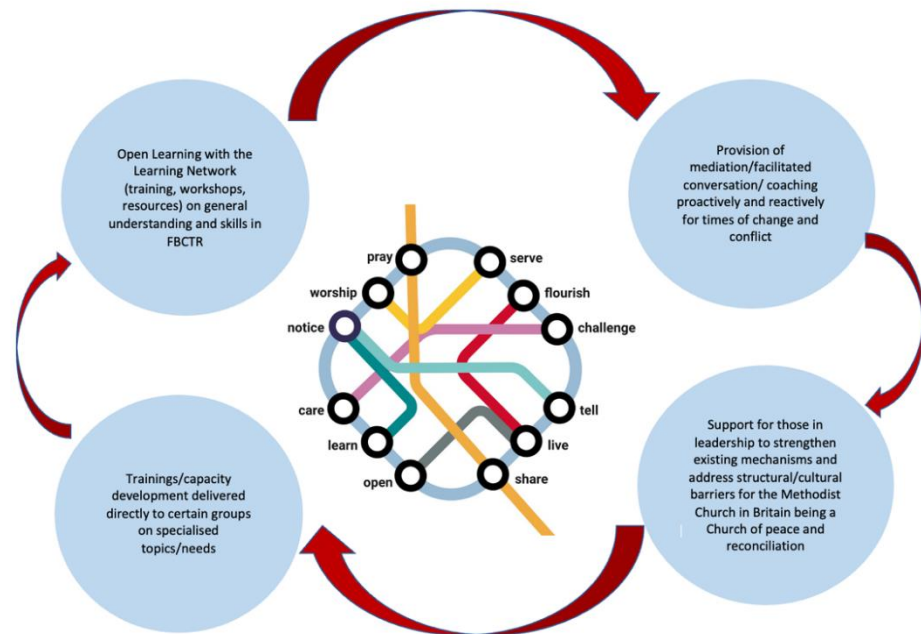
has now reached the point that the training of trainers for these courses could become the responsibility of the Learning Network, freeing the focus of PWT to move to developing the next suite of specialised train the trainer programmes/workshops on specific topics addressing identified needs (e.g. Conducting congregational discussions on potentially polarising topics, leading through change and transition, and resources that enable the embedding of skills, understanding and confidence in conflict transformation more widely in the lives and communities of all in the Methodist Church).

54. As detailed discussions take place about rolling out the training of RMT mediators and the availability of mediation for churches throughout the Connexion, we envision the benefits of a fully-integrated Joint programme going forward in which the two workstreams of RMT and PWT complement and build on one another under a single programme, through which all requests for support – for mediation, facilitated conversations, coaching or training – can be responded to by drawing on the full team of Place for Hope as well as the growing RMT and PWT networks in the Methodist Church.
55. This fully integrated programme would be the natural and exciting next step in working positively towards a culture shift in our churches that sees conflict as normal part of diverse communities and can serve as a window through which we can deepen our relationships, community and faith, when a transformative approach is taken. An integrated joint programme would enable the Methodist Church and Place for Hope to increasingly release the spirit of faith-based conflict transformation and the ministry of reconciliation (FBCTR) in the culture, systems, mission, and ministry of the Methodist Church at both grassroots and systemic levels.
56. Embedding Peace and Reconciliation:
  - i. In denominations and churches there is often the assumption that people have a basic understanding of peace and reconciliation through other faith (Bible reading/study, worship, service etc) and life experience, and discipleship learning and development opportunities. This is usually far from the case, and many may well struggle to understand the importance of peace and reconciliation in their Christian life and how to apply it in their own ministry, mission and personal lives (if such a distinction holds), and how it can underpin our approach to everyday issues of justice, inclusion, the environment as well as personal, community and professional relationships. The depth and extent of the knowledge required to live as people of peace and reconciliation will vary according to their discipleship journey and their ministries.
  - ii. The joint programme's integrated approach would support the Methodist Church in Britain to:
    - Strengthen their support of those serving in ministry – lay, diaconal or ordained – to navigate change, difference and conflict well;
    - Help release the spirit of conflict transformation and the ministry of reconciliation for all in the relationships, culture and systems of the Methodist Church.
    - Support Districts to enable enthusiastic, worshipping, serving, witnessing, nurturing congregations to fulfil their mission and ministry for their context.
  - iii. The joint programme would enable these objectives through the offering of a package of vocational training and support aimed at the growth of skills and processes of addressing difference, change and conflict in individual and group discipleship journeys from the grassroots to more systemic levels of the Church (including providing the best combination of support for each situation):
    - a. Training and ongoing coaching, in collaboration with and mostly through the Learning Network on how an understanding of conflict transformation and reconciliation and associated skills can be a lens and way of strengthening all 12 aspects of the Methodist Way of Life. Further training would be tailored for the needs of a specific church, Circuit and District with a journey approach of starting where people are at and accompanying them on that journey of understanding, skills and confidence in FBCTR.
    - b. Specific training and support may also be provided directly under the Joint programme for specific ministries, groups and events such as Superintendents, District



Reconciliation Groups, JDS, 3Generate and others on specific topics of change and conflict that strengthen their ministry and purpose.

- c. Responding to requests for support through facilitation and mediation in situations of conflict and change which involve or affect the Methodist Church in Britain and all who make up the Church. This may include facilitation and provision for individuals, churches, circuits, districts, Council and Conference.
- d. Such other training and support in the area of faith-based conflict transformation, reconciliation and peace-making as may from time to time be agreed between the parties, particularly those aimed at strengthening the existing mechanisms and addressing the barriers to the Methodist Church in Britain growing as a church of peace and reconciliation.



## Key principles of an integrated approach in the joint programme

### 57. Growing Internal Capacity for Faith-based Conflict Transformation and Reconciliation (FBCTR)

The joint programme would continue to strengthen the internal capacity for FBCTR by working closely with the Learning Network to deliver an extended range of trainings, particularly focused on grassroots embedding of FBCTR and developing specific training modules that speak to specific specialised needs of certain groups within the Methodist Church, such as Circuit Superintendents, DRG's etc. Through the training and support of a team of Mediation Practitioners, the programme also grows an internal group of specialists for conflict that has elevated beyond the local capacity to address.

### 58. Emphasis on case studies and practical examples

Moving people from being aware of their calling to be a peacemaker and to the ministry of reconciliation to actively applying it relies on them having a clear picture of what FBCTR looks like when applied in their ministry and mission. There is a need to systematically collect and utilise relevant case studies from the Methodist Church and other Christian denominations on an ongoing basis. These will form a key part of training programs and ongoing communications within and external to the Church.

### 59. Emphasis on a journey approach and reflective learning

The design of training, both existing and new will take into account the current knowledge base of participants and the contexts in which they live and minister. This means that training and resources are targeted based on the roles, and current levels of awareness in a specific Church, Circuit and District and ability to apply FBCTR and are practical for the challenges they encounter. A reflective learning approach will be employed throughout to review and build on participants' understanding

and practice of FBCTR. In essence: What have they learned/done? What would they do differently? What do they need to know/access to improve their practice as they journey as a disciple of Jesus?

#### 60. A 'twin track' approach

Broadly, this refers to the design and implementation of:

- i) Faith-based conflict transformation and reconciliation specific training and communications where appropriate; and
- ii) Including faith-based conflict transformation elements in other learning and development programmes run in the Church, particularly those that support the 12 aspects of the Methodist Way of Life and cross-cutting initiatives such as the Discrimination and Abuse Response Service (DARS).

#### 61. Ensuring supporting resources and systems are in place

One-off training alone rarely leads to long term changes in the behaviours and practices of participants. It is critical that other factors within the Church are in place to support ongoing learning and applications. This includes ensuring appropriate resources, policies and practice, and conflict coaching support are readily available. It also emphasises the need for visible cultural support for faith-based conflict transformation. Access to Place for Hope for timely technical assistance in the form of mediation/facilitated conversation/coaching is also crucial in situations when conflict has escalated to require an external party to resolve an issue and reconcile parties.

### Conclusion

62. In enabling the integrated PWT and RMT work to progress it is recommended that a 5-year funding programme is agreed.

63. The time frame of 5-years allows the approach to start to embed peace and reconciliation throughout the Church, through both the ongoing systematic building of capacity, the full roll-out of the RMT across the all regions and retaining the ability to respond flexibly to ad-hoc opportunities and needs that arise.

64. The 5-year time frame see the capacity development approach gradually build up the understanding and skills for peace, conflict transformation and reconciliation (across key ministry groups as well as more generally across the church). The grant amount and plan each year will retain flexibility to adapt and respond to changing and arising needs, which will be monitored discussed and agreed by the Steering Committee in their quarterly meetings.

65. Costs for a 5-year programme:

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total Funding
Ongoing funding for PWT	£30,000	£30,000	£30,000	£30,000	£30,000	£150,000
Funding for extending the RMT connexion-wide	£120,000	£120,000	£120,000	£120,000	£120,000	£600,000
<b>Integrated funding for PWT/RMT</b>	<b>£150,000</b>	<b>£150,000</b>	<b>£150,000</b>	<b>£150,000</b>	<b>£150,000</b>	<b>£750,000</b>

This integrated figure is based on a staggered roll out of the RMT so as to enable the RMT to be successfully established across the connexion. As shown above, this integrated cost includes the ongoing costs of the development of PWT.

## Additional considerations

66. If the decision is to end the pilot with no further extension of the RMT then the following areas will need to be considered:
- i. How we most appropriately support the ongoing need and provision of mediation, facilitated conversation and coaching in times of conflict and change.
  - ii. Resourcing costs for providing external mediation as part of the Complaints and Discipline processes and in support of the Discrimination and Abuse Response Service (DARS).
  - iii. The ongoing specialised support required for those already trained and accredited as mediators to retain their accreditation.

### **\*\*\*RESOLUTIONS**

**45/1. The Council receives the report.**

**45/2. The Council makes the following recommendations to the Conference:**

- a. The Conference adopts the recommendation for the 5-year programme, in partnership with Place for Hope, to offer the integrated approach in support of PWT and extending the RMT as a Connexion-wide programme.
- b. The Conference directs the Methodist Council to recommend and approve a revised steering group for the work going forward with appropriate representation from:
  - I. Place for Hope
  - II. Chairs of District
  - III. The Connexional Team

**In the event of 45/2 not being approved**

**45/3. The Council makes the following recommendations to the Conference:**

- a. The Conference directs the Methodist Council to review the resource requirements for offering reconciliation and mediation services within the Methodist Church in Britain and to recommend alternative provision of such services.
- b. The Conference directs the Methodist Council to review the ongoing support for the RMT pilot project practitioners to receive appropriate ongoing support to retain their mediation accreditation.

**45/4. The Conference approves the ongoing work with Place for Hope in support of PWT**

## Appendix – Funding Agreement



### **Reconciliation and Mediation Team** including the Positive Working Together training programme Grant Funding Agreement between Place for Hope and the Methodist Connexion

Place for Hope agrees to apply the Methodist Connexional Grant towards a pilot project which will have the following characteristics:

#### **1. Purpose**

Place for Hope will oversee a 3-year Reconciliation and Mediation Team Pilot Project (The RMT Project), to pilot the provision of coaching, mediation and facilitated conversations in three regions of the Methodist Church, with a view to subsequent roll-out across the Connexion.

#### **2. RMT Project Content**

The support provided in the RMT Project will include, but not be confined to

- a. Practitioner Training and Support: Ensuring an adequate number of qualified, accredited, trained and supervised Practitioners to meet the need.
- b. Coaching: 1:1 support for church leaders through times of change and conflict.
- c. Mediation, or Facilitated Conversation: Support people and groups in churches through times of change, transition, or conflict.
- d. Positive Working Together: support the continued roll out of training programmes offered through the PWT programme.
- e. Other: Any other support required or requested by the Project Steering Group.

#### **3. RMT Project Outcomes**

Where there is unresolved conflict, churches often look inwards; where they are empowered to deal with change and conflict well, churches look outwards and are more effective missionally. The outcomes of the RMT Project are:

1. Greater understanding and analysis of conflict, its impact, and how it operates in church and faith communities.
2. Strengthened collective and strategic response to faith-based conflict.
3. Conflict, change and transition are navigated in more transformative ways with increased benefits and reduced negative impact.
4. Increased understanding of the dynamics of conflict, brokenness and division leading to culture shift and recognition of the transformational potential of conflict.
5. Churches' life, witness and service with local communities increasingly attractive, leading people to want to know more about Christian faith.

#### **4. RMT Project Location and Scope**

The pilot regions will be i) North West and Mann, ii) London and iii) East of England with some flexibility to respond to the need elsewhere if capacity permits. While the primary beneficiaries of the pilot will be Methodist groups, it is intended that ecumenical groupings will also benefit, for example where there are formal or informal local partnerships with other denominations.

Practitioners from other denominational backgrounds may also be deployed where appropriate.

#### **5. RMT Project Period**

The RMT Project will run from 2020 until 2023. Year 1 will focus on recruitment of staff and a Practitioner team, setting up necessary infrastructure, and initial survey of the need in the pilot areas. Year 2 will focus on rolling out the provision across the pilot areas. Year 3 will continue this roll out, along with evaluation work, report and future proposal preparation, and deepening our work with partner agencies.

#### **6. Finance**

The Methodist Connexion will provide grant funding to support the RMT Project of:

MC/23/45      Reconciliation and Mediation Team and Positive Working Together

Year 1 £76,000

Year 2 £82,000

Year 3 £83,000

A summary of the projected annual costs of running the RMT Project is at Appendix 2. All values stated in Appendix 2 are exclusive of VAT, if applicable. Should VAT be applicable, the Methodist Connexion agrees to pay the VAT on receipt of a valid VAT invoice from Place for Hope. The Project Steering Group will oversee the funding and the financial accounting of the project. The RMT Project Manager will prepare and present to the Steering Group regular reports during the period of the pilot to enable monitoring and evaluation. Monies for years 2 and 3 will be released subject to satisfactory review.

## **7. Positive Working Together Training Programme**

Preventative work, through training for conflict transformation in the 'cool of the moment' is essential for a healthy culture of change within our churches. Training will continue to be offered alongside and integrated within this pilot through the existing Positive Working Together (PWT) programme. See Appendix 3 for a summary Action Plan for the PWT Programme in the period 2021 – 2023. Appendix 4 outlines the costs of this PWT Programme over the period 2021 – 2023.

## **8. RMT Project Management**

An RMT + PWT Project Steering Group will be established to support the RMT Project Manager and the Practitioner Team to fulfil their core purpose as at 2 above. It will be integrated with the existing PWT Management Group. It will appoint a chairperson and agree purpose and protocols. This group will include representatives from Place for Hope, the Methodist Connexion, and the pilot areas. It will meet regularly and will steer the strategic purpose of the RMT Project and the PWT Programme.

## **9. Staffing**

The Reconciliation and Mediation Team will be led by an RMT Project Manager employed by Place for Hope or seconded from the Methodist Church. They will work closely with the PWT Lead Trainer. Support services will be provided through Place for Hope to the RMT Project Manager in the areas of finance, administration, line management, business development, client intake, secure data collection, evaluation and communications. Staff will look after the operational management of the RMT Project. Practitioners will be volunteers and may be drawn from existing Methodist and other networks.

## **10. Pilot Context**

The Pilot will ensure necessary communication and shared purpose with the following entities within the Methodist Connexion

- a. Safeguarding
- b. Complaints and Discipline
- c. District Reconciliation Groups
- d. Regional Learning and Development
- e. Positive Working Together

## **11. Review**

Secure data will be maintained throughout the duration of the RMT Project to ensure in-depth data analysis and review both during, and towards the end of the Pilot period. Regular reports will be provided for the RMT+PWT Project Steering Group to analyse data and to review the pilot as it progresses. A detailed report on the pilot with proposals for development of the work more widely will be provided for discussion within the Connexion and with ecumenical partners towards the end of Year 3.

## **12. Activity Plan**

The RMT Project Steering Group will oversee the strategic vision for the Pilot. The staff will ensure the operational delivery of all work. A draft Activity Plan is at Appendix 1. This will be reviewed regularly by the Project Steering Group.

## **13. RMT Project Outcome Indicators will include**

1. Qualitative assessment through meetings/phone calls
2. Quantitative assessment through data gathering
3. Intake/Outtake process records
4. Confidential case records held

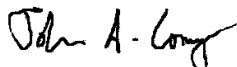
5. Supervision recording documents
6. Meeting notes
7. Ongoing accreditation of Practitioner training
8. CPD attendance sheets
9. Reflective tasks
10. Quantitative review against targets
11. Qualitative review from feedback
12. Grant Agreement documents

**14. Success Criteria will include:**

1. Recruitment of Practitioners initially for the pilot regions i) North West and Mann, ii) London and iii) East of England.
2. Manageable demand with sufficient take-up to provide regular cases for all Practitioners, with no casework waiting list.
3. Good feedback from clients with positive feedback on outcomes and impacts.
4. Demonstrable impact of this work on witness and service.
5. Good feedback from Practitioners
6. Reduced number of Complaints and Discipline processes, and incidences of bullying
7. Successful conversations with Methodist and ecumenical partners to explore closer cooperation during future roll-out.
8. High quality evaluation report including analysis of the need for support, including the type, conflict level and duration of cases, financial savings and whether project outcomes and impacts have been achieved.
9. Further roll-out agreed.

**15. Sustainability**

Year 3 of the RMT Project will focus on evaluation and report preparation. The aim of the RMT Project is to demonstrate the need for reconciliation and mediation provision within the Methodist Church. A variety of options for developing the work over the longer term and across the whole Connexion, including increased partnership and ecumenical working, will be scoped out and tested during the pilot period.



Signed.....  
on behalf of Place for Hope

Date 7<sup>th</sup> June 2020



Signed.....  
on behalf of the Methodist Church

Date 8<sup>th</sup> June 2020



## Appendix 1: RMT Activity Plan

Pre-Project Start	
April 2020	Reconciliation and Mediation Team (RMT) Support Group appointed, agree protocols and parameters, appoint chair. (Delivered in March 2020)
July/August 2020	Recruitment of RMT Manager (RMTM)

Year 1 October 2020 – September 2021	
Timeline By end of...	Activities
October 2020	RMTM induction into Place for Hope staff team
December 2020	Practitioner recruitment, selection, top-up training, assessment and commissioning
March 2021	Liaison with Connexional staff, C&D Panel, DRGs, District Chairs; evaluation of current services and changes needed to Standing Orders for service integration.
March 2021	Service advertised and intake commenced in pilot regions
	Practitioners deployed to cases and first cases commenced

Year 2 October 2021 – September 2022	
Timeline By end of...	Activities
September 2022	Increased intake and Practitioner deployment
	Collection of data for monitoring and evaluation
	Ongoing Practitioner supervision and CPD
	Additional Practitioner recruitment and training if required by level of take-up
	Conversations with ecumenical partners

Year 3 October 2022 – September 2023	
Timeline By end of ...	Activities
March 2023	Completion of evaluation of case records
June 2023	Practitioner supervision and CPD
	Ongoing discussion with ecumenical partners; formal agreement(s)
	Production of report on pilot
September 2023	Decisions on roll-out
	Intake and Practitioner deployment
ongoing	Place for Hope will honour the completion of outstanding cases beyond end of pilot

## Appendix 2: RMT Financial Projections

	2020/2021	2021/2022	2022/2023
People Costs			
Salary	£49,308.38	£50,294.56	£51,300.44
NI, pensions etc.	£9,103.23	£9,318.21	£9,537.51
Travel Expenses	£3,260.00	£3,260.00	£3,260.00
Recruitment & selection (staff and volunteers)	£1,820.00	£1,160.00	£0.00
Training (staff and volunteers)	£3,740.00	£5,890.00	£4,940.00
Office, equipment, supplies	£2,300.00	£440.00	£440.00
Practitioner accreditation, supervision and deployment	£2,873.50	£9,263.20	£10,944.00
Advertising, publicity, communication	£1,033.00	£33.00	£33.00
Administration and governance	£2,480.00	£2,480.00	£2,480.00
<b>Total Expenditure</b>	<b>£75,918.11</b>	<b>£82,138.97</b>	<b>£82,934.95</b>

## Appendix 3: PWT Activity Plan

N.B. all months are provisional and intended to illustrate the pattern of the year.

Year 1: January – December 2021	
Timeline by end of...	Activities
January	One new or refresher Train the Trainer (see below for full list)
March	RMT+PWT Network Meeting
May/June	Faith in Change & Conflict, Cliff College (7 days in 2 blocks)
July	One new or refresher Train the Trainer
September	RMT+PWT Network Meeting
October/November	Faith in Change & Conflict, London <i>(tbc based on need)</i>
December	Learning Network Gathering workshop
Throughout year	Further development of bite-sized units

Year 2: January – December 2022	
Timeline by end of...	Activities
January	One new or refresher Train the Trainer
March	RMT+PWT Network Meeting

May/June	Faith in Change & Conflict, Cliff College
July	One new or refresher Train the Trainer
September	RMT+PWT Network Meeting
October/November	Faith in Change & Conflict, London/ Southern & Islands (tbc)
December	Learning Network Gathering workshop
Throughout year	Further development of bite-sized units

Year 3: January – December 2023	
Timeline by end of...	Activities
January	One new or refresher Train the Trainer
March	RMT+PWT Network Meeting
May/June	Faith in Change & Conflict, Cliff College
July	One new or refresher Train the Trainer
September	RMT+PWT Network Meeting
October/November	Faith in Change & Conflict (2) to prepare for RMT roll-out
December	Learning Network Gathering workshop
Throughout year	Further development of bite-sized units

Train the Trainer Programmes	
Growing through Change and Conflict	Bullying and Harassment
Scripture, Spirituality and Conflict	Meeting Well
Leading through Transition and Change	

#### Appendix 4: PWT financial projections

	2021	2022	2023
People Costs			
Staff salary and costs (Leader Trainer, two days/week)	£17,569.18	£17,569.18	£18,279.05
Staff Travel and subsistence.	£3,140.00	£3,140.00	£3,140.00
Staff accommodation	£120.00	£130.00	£140.00
Staff telephone costs	£60.00	£60.00	£60.00
Course materials	£3,500.00	£3,500.00	£1,500.00
<b>Sub total</b>	<b>£24,389.18</b>	<b>£24,750.48</b>	<b>£23,119.05</b>
Full cost recovery (25%)	£6,097.30	£6,187.62	£5,779.76

<b>Total Expenditure</b>	<b>£30,486.48</b>	<b>£30,938.10</b>	<b>£28,898.81</b>
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**Assumptions:**

1. The Methodist Church will book all venues so room hire costs for events are not included.
2. Payments to Riverhouse Press are not included as it is assumed that these will be paid direct by the Methodist Church.
3. Staff accommodation, telephone costs and course materials are included in these costings, whereas these were invoiced separately to the Methodist Church in 2019 and 2020.